



## Council

Jubilee Centre Council Chamber  
9909 Franklin Avenue, Fort McMurray, AB T9H 2K4

Tuesday, September 27, 2022  
6:00 PM

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## Agenda

1. **Call to Order**

2. **Adoption of Agenda**

3. **Consent Agenda**

3.1. Minutes of Council Meeting - September 13, 2022

THAT the Minutes of the Council Meeting held on September 13, 2022 be approved as presented.

3.2. Minutes of Special In Camera Council Meeting – September 19, 2022

THAT the Minutes of the Special In Camera Council Meeting held on September 19, 2022 be approved as presented.

3.3. Council Appointed Advisory Board/Committee Meeting Minutes

THAT the Minutes from Council Appointed Advisory Board/Committee meetings, as outlined in Attachments 1 - 5, be accepted as information.

4. **Recognition**

4.1. Proclamations

- National Day for Truth and Reconciliation
- Transit Worker Safety Awareness Month
- 100<sup>th</sup> Anniversary of Fire Prevention Week

5. **New and Unfinished Business**

5.1. Planning and Development Process Review Project

Registered Delegate

Bryce Kumka, Chair, Wood Buffalo Development Advisory Committee

THAT the Regional Municipality of Wood Buffalo Planning and Development Process Review Final Report be accepted as information.

5.2. Public Art Policy PRC-170

THAT Public Art Policy PRC-170, dated September 27, 2022, as outlined in Attachment 1, be approved.

5.3. Municipally Sponsored Ceremonies Policy PRC-120

THAT Municipally Sponsored Ceremonies Policy PRC-120, dated September 27, 2022, as outlined in Attachment 1, be approved.

5.4. Tax Relief Request: Condo Plan 812 0257

Registered Delegates

Christopher Diprose, Hangingstone Point Condominiums  
Charles Scott, Condominium Corp 812 0257

THAT the request for tax forgiveness, in the amount of \$305,744.42, for 103 units of the properties registered under condo plan 812 0257 (Attachment 1), be denied;

THAT the request for tax penalty forgiveness, in the amount of \$61,696.92, for 103 units of the properties registered under condo plan 812 0257 (Attachment 1), be denied; and

THAT the Condo Corporation for condo plan 812 0257 pay the taxes owing and associated penalties for late payment on the tax accounts identified in Attachment 1 in the amount of 305,744.42, on a monthly basis in the amount of \$14,000 per month until the units are sold, or the taxes are paid in full.

**Adjournment**

**Minutes of a Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Tuesday, September 13, 2022, commencing at 6:00 PM.**

**Present:**

Sandy Bowman, Mayor  
 Funky Banjoko, Councillor  
 Lance Bussieres, Councillor (via MS Teams)  
 Kendrick Cardinal, Councillor  
 Shafiq Dogar, Councillor  
 Allan Grandison, Councillor  
 Keith McGrath, Councillor  
 Jane Stroud, Councillor  
 Loretta Waquan, Councillor (via MS Teams)  
 Stu Wigle, Councillor

**Absent:**

Ken Ball, Councillor

**Administration:**

Antoine Rempp, Acting Interim Chief Administrative Officer  
 Jade Brown, Chief Legislative Officer  
 Nicole Chouinard, Acting Director, Community and Protective Services  
 Laurie Farquharson, Chief Financial Officer  
 Kelly Hansen, Director, Strategic Planning and Program Management  
 Matthew Harrison, Director, Communications and Engagement  
 Brad McMurdo, Director, Planning and Development  
 Nasir Qureshi, Acting Director, Engineering  
 Keith Smith, Director, Public Works  
 Susan Trylinski, Director, Legal Services  
 Elliot White, Acting Director, Environmental Services  
 Heather Fredeen, Legislative Officer

**1. Call to Order**

Mayor S. Bowman called the meeting to order at 4:04 p.m.

**2. In-Camera Session**

**MOTION:**

THAT Council close items 2.1 and 2.2 to the public pursuant to sections 23(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Funky Banjoko, Councillor  
**SECONDER:** Jane Stroud, Councillor  
**FOR:** Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, Stroud, Wagle  
**ABSENT:** Ball, McGrath, Waquan

## 2.1. Advice from Officials – Government Relations Briefing

(in camera pursuant to section 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Antoine Rempp	Acting Interim Chief Administrative Officer
Jade Brown	Clerk/Legislative Advice
Matthew Harrison	Director, Communications and Engagement
John Sparks	Strategic Counsel, National Public Relations

### Entrance

Councillor K. McGrath entered the meeting at 4:27 p.m.

## 2.2 Advice from Officials and Local Public Body Confidences – Council Dialogue

(in camera pursuant to sections 23(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Antoine Rempp	Acting Interim Chief Administrative Officer
Jade Brown	Clerk/Legislative Advice

### Exit and Return

Councillor F. Banjoko exited the Council Chamber at 5:05 p.m. and returned at 5:09 p.m.

### Entrance

Councillor L. Waquan joined the meeting at 5:14 p.m.

### Exit and Return

Councillor S. Dogar exited the Chamber at 5:19 p.m. and returned at 5:25 p.m.

Councillor K. McGrath exited the Chamber at 5:23 p.m. and returned at 5:27 p.m.

## **MOTION:**

THAT the meeting reconvene in public.



<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Kendrick Cardinal, Councillor
<b>SECONDER:</b>	Funky Banjoko, Councillor
<b>FOR:</b>	Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle
<b>ABSENT:</b>	Ball

**MOTION:**

WHEREAS at the regular Council meeting of July 12, 2022, both Councillors K. McGrath and L. Waquan were absent;

AND WHEREAS the *Municipal Government Act* provides that a councillor is disqualified from council if the councillor is absent from all regular meetings held during any period of 8 consecutive weeks starting with the date that the first meeting is missed, unless there are no other regular council meetings during that 8-week period and the absence is authorized by a resolution of council passed before the end of the next regular council meeting, which is September 13, 2022;

AND WHEREAS there were no regular Council meetings during the period of 9 consecutive weeks between the regular Council meeting of July 12, 2022 and the regular Council meeting of September 13, 2022;

AND WHEREAS while there were special meetings of Regional Municipality of Wood Buffalo Council during this 9-week period, with both Council members being present, these meetings are not considered 'regular' within the provisions of the Act;

NOW THEREFORE be it resolved that the Council of the Regional Municipality of Wood Buffalo authorizes the absences of Councillors K. McGrath and L. Waquan between the period of July 12, 2022 and September 13, 2022, as warranted.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Stu Wigle, Councillor
<b>SECONDER:</b>	Jane Stroud, Councillor
<b>FOR:</b>	Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle
<b>ABSENT:</b>	Ball

Recess

A recess occurred from 5:35 p.m. and 6:03 p.m. at which time the meeting was reconvened in the Chamber.

Prior to adopting the Agenda, Mayor S. Bowman provided remarks regarding the passing of Her Majesty, Queen Elizabeth II. It was noted that flags at municipal buildings across the region will continue to be flown at half-mast during the official mourning period and messages of support can be shared via an online book or by visiting the Provincial Government building on Franklin Avenue.

Mayor S. Bowman also extended condolences and support to the families and all those impacted by the attacks that took place at the James Smith Cree Nation and in Weldon, Saskatchewan.

### **3. Adoption of Agenda**

#### **MOTION:**

THAT the Agenda be adopted as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Allan Grandison, Councillor
<b>SECONDER:</b>	Funky Banjoko, Councillor
<b>FOR:</b>	Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle
<b>ABSENT:</b>	Ball

### **4. Consent Agenda**

#### **MOTION:**

THAT the recommendations contained in items 4.1, 4.2, and 4.3 be approved.

#### **4.1. Minutes of Council Meeting – July 12, 2022**

#### **MOTION:**

THAT the Minutes of the Council Meeting held on July 12, 2022, be approved as presented.

#### **4.2. Minutes of Special In-Camera Council Meeting – August 19, 2022**

#### **MOTION:**

THAT the Minutes of the Special In-Camera Council Meeting held on August 19, 2022, be approved as presented.

#### **4.3. Minutes of Special In-Camera Council Meeting - September 6, 2022**

**MOTION:**

THAT the Minutes of the Special In-Camera Council Meeting held on September 6, 2022, be approved as presented.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Funky Banjoko, Councillor  
**SECONDER:** Jane Stroud, Councillor  
**FOR:** Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle  
**ABSENT:** Ball

**5. Presentations****5.1. Cathy Steeves, Executive Director, United Way Fort McMurray and Wood Buffalo re: 2022 United Way Campaign**

Cathy Steeves, Executive Director, United Way, Fort McMurray, and Wood Buffalo ("United Way") provided an overview of the United Way's mandate and funding contributions made to local non-profit community groups via fundraising campaigns and donations. Community members and leaders were encouraged to personally contribute, volunteer, and participate in the 2022 United Way campaign.

**6. New and Unfinished Business****6.1. Bylaw No. 22/011 - Committees Bylaw No. 17/024 Amendment Specific to the Establishment of the Wood Buffalo Pro-Business Advisory Committee**

Kelly Hansen, Director, Strategic Planning and Program Management, introduced the report indicating that the intent of the proposed Wood Buffalo Pro-Business Advisory Committee is to gather information on ongoing challenges experienced by businesses in the Region, and propose solutions to Administration and Council to address challenges.

**MOTION:**

THAT Bylaw No. 22/011, being an amendment to the Committees Bylaw No. 17/024, specific to establishing the Wood Buffalo Pro-Business Advisory Committee, be read a second time.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Keith McGrath, Councillor  
**SECONDER:** Jane Stroud, Councillor  
**FOR:** Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle  
**ABSENT:** Ball

**MOTION:**

THAT Bylaw No. 22/011 be read a third and final time.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Stu Wigle, Councillor
<b>SECONDER:</b>	Jane Stroud, Councillor
<b>FOR:</b>	Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle
<b>ABSENT:</b>	Ball

**6.2. Appointment of Chief Administrative Officer**

Mayor S. Bowman provided an overview of the qualifications and experience of the incoming Chief Administrative Officer, Paul Thorkelsson, and thanked the recruitment panel and those who supported Council and Administration during the recruitment process.

Point of Order

Councillor K. McGrath called a Point of Order on Councillor S. Dogar regarding his comments on the selection process. The Point of Order was upheld by Mayor S. Bowman.

Exit and Return

Councillor A. Grandison exited the meeting at 6:44 p.m. and returned at 6:46 p.m.

**MOTION:**

THAT Paul Thorkelsson be appointed as Chief Administrative Officer for the Regional Municipality of Wood Buffalo, effective September 26, 2022.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Keith McGrath, Councillor
<b>SECONDER:</b>	Kendrick Cardinal, Councillor
<b>FOR:</b>	Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle
<b>ABSENT:</b>	Ball

**6.3. Asset Management Cohort**

Kelly Hansen, Director, Strategic Planning and Program Management, introduced the report noting that the Asset Management Cohort would enhance the Municipality's asset management program and guide fiscally responsible decision making.

**MOTION:**

THAT Administration apply for the Introduction to Asset Management Cohort through Rural Municipalities of Alberta, Alberta Municipalities, and Infrastructure Asset Management Alberta;

THAT the Chief Administrative Officer assign staffing resources to participate in the program to advance our municipal asset management program; and

THAT Administration include in the proposed 2023 Operating Budget, funding to support staff travel and accommodations as part of the cohort, should the Municipality's application be approved.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Funky Banjoko, Councillor
<b>SECONDER:</b>	Jane Stroud, Councillor
<b>FOR:</b>	Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle
<b>ABSENT:</b>	Ball

**6.4. 2022 Capital Budget Amendments**

Laurie Farquharson, Chief Financial Officer, introduced the report noting that the \$550,000 decrease to the 2022 Capital Budget is due to the cancellation of the Tennis Court Replacement Project in Beacon Hill as a result of public consultation in which residents favored a greenspace rather than replacing the tennis court.

**MOTION:**

THAT the 2022 Capital Budget Amendment as summarized on Attachment 1 (2022 Capital Budget Amendment – Project Cancellation, dated September 13, 2022) be approved; and

THAT the revised Cash Flow of Capital Projects as summarized on Attachment 2 (2022 Capital Budget Amendment – Project Cancellation – Project Cash Flow Summary, dated September 13, 2022) be approved.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Keith McGrath, Councillor
<b>SECONDER:</b>	Stu Wigle, Councillor
<b>FOR:</b>	Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle
<b>ABSENT:</b>	Ball

### 6.5. 2022 Q2 Financial Performance Report

Laurie Farquharson, Chief Financial Officer, introduced the 2022 Q2 Financial Performance Report noting that the Municipality is expecting a \$7.3 million surplus at year end and is positively positioned for financial sustainability while continuing to meet resident expectations.

#### Exits and Returns

Councillor K. McGrath exited the meeting at 7:07 p.m. and returned at 7:08 p.m.

Councillor S. Dogar and Councillor K. McGrath exited the meeting at 7:09 p.m. and returned at 7:10 p.m.

Through discussions and questions of Council the following items were noted for follow-up:

- Municipal Sustainability Initiative grant amounts and other grant amounts received by the Municipality for the Rural Water and Sewer Servicing and Rural Road Rehabilitation projects, from the inception of the projects to present;
- Debt amounts for the Municipality's subsidiary corporations;

Through further discussion, it was requested that Council be provided with the correspondence from the Government of Alberta related to the construction of the snow dump and correspondence that references snow not being dumped the south of Fort McMurray.

#### **MOTION:**

THAT the 2022 Q2 Financial Performance Report be accepted as information.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Keith McGrath, Councillor
<b>SECONDER:</b>	Stu Wigle, Councillor
<b>FOR:</b>	Bowman, Banjoko, Bussieres, Cardinal, Dogar, Grandison, McGrath, Stroud, Waquan, Wigle
<b>ABSENT:</b>	Ball

#### Exits and Return

Councillor A. Grandison exited the meeting at 7:26 p.m. and returned at 7:27 p.m.

Councillor L. Bussieres exited the meeting at 7:25 p.m.

Councillor S. Dogar exited the meeting at 7:28 p.m.

## Adjournment

The meeting adjourned at 7:30 p.m.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Legislative Officer

Minutes Acceptance: Minutes of Sep 13, 2022 6:00 PM (Consent Agenda)

**Minutes of a Special In Camera Meeting of the Council of the Regional Municipality of Wood Buffalo held in the Council Chamber at the Municipal Offices in Fort McMurray, Alberta, on Monday, September 19, 2022, commencing at 3:00 PM.**

**Present:**

Sandy Bowman, Mayor  
 Ken Ball, Councillor  
 Funky Banjoko, Councillor  
 Lance Bussieres, Councillor  
 Shafiq Dogar, Councillor  
 Keith McGrath, Councillor (via MS Teams)  
 Jane Stroud, Councillor (via MS Teams)  
 Stu Wigle, Councillor (via MS Teams)

**Absent:**

Kendrick Cardinal, Councillor  
 Allan Grandison, Councillor  
 Loretta Waquan, Councillor

**Administration:**

Jody Butz, Acting Interim Chief Administrative Officer  
 Jade Brown, Chief Legislative Officer  
 Sonia Soutter, Manager, Senior Legislative Officer

**1. Call to Order**

Mayor S. Bowman called the meeting to order at 3:03 p.m.

**2. In-Camera Session**

**MOTION:**

THAT Council close items 2.1, 2.2 and 2.3 to the public pursuant to sections 17(1), 19(1), 21(1), 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Funky Banjoko, Councillor
<b>SECONDER:</b>	Ken Ball, Councillor
<b>FOR:</b>	Bowman, Ball, Banjoko, Bussieres, Dogar, McGrath, Stroud
<b>ABSENT:</b>	Cardinal, Grandison, Waquan, Wigle



## 2.1 Disclosure Harmful to Intergovernmental Relations / Advice from Officials – Emergency Medical Services – Service Delivery in the Regional Municipality of Wood Buffalo

(in camera pursuant to sections 21(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Jody Butz	Acting Interim Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Sonia Soutter	Legislative Advice/Clerk
Matthew Harrison	Director, Communications and Engagement

### Entrance

Councillor S. Wigle joined the meeting via MS Teams at 3:30 p.m.

## 2.2 Advice from Officials / Privileged Information – Legal Briefing

(in camera pursuant to sections 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*)

Name	Reason for Attending
Jody Butz	Acting Interim Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Sonia Soutter	Legislative Advice/Clerk
Deanne Bergey	Director, Community and Protective Services
Keith Smith	Director, Public Works
Susan Trylinski	Director, Legal Services / Legal Counsel
Caitlin Hanly	Municipal Legal Counsel

### Exits and Returns

Councillor K. McGrath disconnected and exited from the meeting at 4:22 p.m.

Councillor S. Dogar exited the meeting at 4:30 p.m. and returned at 4:32 p.m.

Councillor L. Bussieres exited the meeting at 4:39 p.m. and returned at 4:41 p.m.

### Recess

A recess occurred between 4:46 p.m. and 4:53 p.m.

### 2.3 Disclosure Harmful to Personal Privacy / Confidential Evaluations / Advice from Officials

(in camera pursuant to sections 17(1), 19(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*)

#### Information Briefing #1

Name	Reason for Attending
Jody Butz	Acting Interim Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Sonia Soutter	Legislative Advice/Clerk
Laurie Farquharson	Chief Financial Officer
Deanne Bergey	Director, Community and Protective Services
Susan MacIsaac	Manager, Financial Planning

#### Exit

Councillor S. Wigle disconnected from the meeting at 5:05 p.m.

#### Recess

A recess occurred from 5:12 p.m. and 5:17 p.m.

#### Information Briefings #2 and #3

Name	Reason for Attending
Jody Butz	Acting Interim Chief Administrative Officer
Jade Brown	Legislative Advice/Clerk
Sonia Soutter	Legislative Advice

#### Entrance and Exit

Councillor S. Wigle reconnected to the meeting at 5:38 p.m. and disconnected and exited the meeting at 6:21 p.m.

#### Recess

A recess occurred from 6:33 p.m. and 6:38 p.m.

#### **MOTION:**

THAT the meeting reconvene in public.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Ken Ball, Councillor
<b>SECONDER:</b>	Jane Stroud, Councillor
<b>FOR:</b>	Bowman, Ball, Banjoko, Bussieres, Dogar, Stroud
<b>ABSENT:</b>	Cardinal, Grandison, McGrath, Waquan, Wigle

## Adjournment

The meeting adjourned at 6:45 p.m.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Legislative Officer

Minutes Acceptance: Minutes of Sep 19, 2022 3:00 PM (Consent Agenda)



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

OFFICE OF THE MAYOR

September 15, 2022

### **NOTICE OF SPECIAL MEETING**

Pursuant to Section 194 of the *Municipal Government Act*, RSA. 2000 c.M-26, a Special In-Camera Council Meeting is hereby scheduled to take place at 3:00 p.m. on the 19<sup>th</sup> day of September, 2022, in in the Jubilee Centre Council Chamber, to consider the following:

1. Disclosure Harmful to Intergovernmental Relations / Advice from Officials - Emergency Medical Services - Service Delivery in the Regional Municipality of Wood Buffalo  
(in-camera pursuant to sections 21(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*)
2. Advice from Officials / Privileged Information – Legal Briefing  
(in-camera pursuant to sections 24(1) and 27(1) of the *Freedom of Information and Protection of Privacy Act*)
3. Disclosure Harmful to Personal Privacy / Confidential Evaluations / Advice from Officials  
(in-camera pursuant to sections 17(1), 19(1) and 24(1) of the *Freedom of Information and Protection of Privacy Act*)

Sandy Bowman  
Mayor  
Regional Municipality of Wood Buffalo

Minutes Acceptance: Minutes of Sep 19, 2022 3:00 PM (Consent Agenda)



**Subject: Council Appointed Advisory Board/Committee Meeting Minutes**

**APPROVALS:**

**Antoine Rempp**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Acting Interim Chief Administrative Officer

**Recommended Motion:**

THAT the Minutes from Council Appointed Advisory Board/Committee meetings, as outlined in Attachments 1 - 5, be accepted as information.

**Summary and Background:**

Administrative Directive No. GOV-060-D, Council Appointed Committee Meetings and Reporting, was approved by Administration on October 25, 2019 and was established to govern the core democratic principles of openness and transparency by ensuring that Council Committees, which are advisory in nature, are managed and administered consistently.

A mechanism to ensure alignment with the provision of transparency is to ensure that all advisory committee minutes are appropriately forwarded to Council through a public agenda for information to Council members as well as residents and the general public.

In accordance with Administrative Directive No. GOV-060-D, Council - Appointed Committee Meetings and Reporting, Administration is providing Minutes from Council Appointed Committee meetings, for Council's information.

**Strategic Plan Values:**

Responsible Government  
Building Partnerships

**Attachments:**

- 1. 2022-07-06 Wood Buffalo Development Advisory Committee Minutes**
- 2. 2022-07-06 Wood Buffalo Downtown Revitalization Advisory Committee Minutes**

- 3. 2022-07-14 Advisory Committee on Aging Minutes**
- 4. 2022-07-27 Community Investment Program Advisory Committee Minutes**
- 5. 2022-08-11 Advisory Committee on Aging Minutes**

**Minutes of a Meeting of the Wood Buffalo Development Advisory Committee held via electronic communications in Fort McMurray, Alberta, on Wednesday, July 6, 2022, commencing at 9:00 AM.**

**Present:**

Bryce Kumka, Business Community (Chair)  
 David Secord, Business Community (Vice-Chair)  
 Bilal Abbas, Public-At-Large  
 Justin Ellis, Public-At-Large  
 Steven Hale, Education Sector  
 Alex McKenzie, Land Development Sector  
 Jennifer Vardy, Public-At-Large  
 Stu Wigle, Councillor

**Absent:**

Dan Soupal, Land Development Industry  
 Ijeoma Uche-Ezeala, Public-At-Large  
 Raj Vasal, Community Development  
 Rene Wells, Public-At-Large  
 Curtis Williams, Community Development

**Administration:**

Kelly Hansen, Director, Strategic Planning and Program Management  
 Chris Booth, Manager, Community Development Planning  
 Monica Lance, Manager, Strategic Planning and Program Management  
 Heather Fredeen, Clerk, Legislative Services

**1. Call to Order**

Chair Bryce Kumka called the meeting to order at 9:14 a.m.

**2. Adoption of Agenda**

**MOTION:**

THAT the Agenda be amended by:

- removing "Planning and Development Process Review Project" from the title of item 4.1;
- adding, as item 4.5., "Summer Committee Meeting Schedule"; and

THAT the Agenda be adopted as amended.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** Steven Hale  
**SECONDER:** Alex McKenzie  
**FOR:** Kumka, Abbas, Ellis, Hale, McKenzie, Secord, Vardy  
**ABSENT:** Uche-Ezeala, Vasal, Williams, Soupai, Wells

### 3. Minutes of Previous Meetings

#### 3.1. Wood Buffalo Development Advisory Committee Meeting - June 1, 2022

##### MOTION:

THAT the Minutes of the Wood Buffalo Development Advisory Committee Meeting held on June 1, 2022, be approved as presented.

**RESULT:** CARRIED [UNANIMOUS]  
**MOVER:** David J.R. Secord  
**SECONDER:** Jennifer Vardy,  
**FOR:** Kumka, Abbas, Ellis, Hale, McKenzie, Secord, Vardy  
**ABSENT:** Uche-Ezeala, Vasal, Williams, Soupai, Wells

### 4. New and Unfinished Business

#### 4.1. Chair Update re: 24-Hour Childcare

Chair Bryce Kumka provided an update on his presentation to Council on behalf of the Wood Buffalo Development Advisory Committee regarding support of Bylaw 22/009 to permit overnight childcare. It was noted that the Committee's written and verbal submissions were well received. It was further noted that third reading of Bylaw No. 22/009 was passed.

#### 4.2. Strategic Priority Planning and Next Steps

Committee Member Justin Ellis provided an update on the Committee motion passed at the March 2, 2022 Committee Meeting as follows:

*"THAT WBDAC review the former Committee working groups established and develop a framework for assigning or selecting committee members to action each of the nine initiatives in the Committee's mandate; with red tape reduction being one, to be brought back to the April Committee meeting; and*

*THAT any initiative with similar objectives be combined."*



**MOTION:**

THAT the Wood Buffalo Development Advisory Committee create a working group to establish a process for the facilitation of a Committee priority planning session to take place in September 2022.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Justin Ellis
<b>SECONDER:</b>	Bilal Abbas
<b>FOR:</b>	Kumka, Abbas, Ellis, Hale, McKenzie, Secord, Vardy
<b>ABSENT:</b>	Uche-Ezeala, Vasal, Williams, Soupal, Wells

With consensus of the Committee, Justin Ellis was selected as Chair of the Working Group, with Jennifer Vardy and Bryce Kumka selected as members.

**4.3. Planning and Development Regional Permit Information Update**

Chris Booth, Manager, Community Development Planning, provided an update on recent developments in which permits have been approved or are nearing final approval and provided statistical information on permits that have been issued specifically in the downtown area in 2021-2022. It was noted that data demonstrates an increase in activity and improvements to buildings in the downtown core.

Action Item:

Chair Bryce Kumka to contact the Chamber of Commerce to inquire about notification to the Committee for ribbon cutting events.

**4.4. Downtown Area Redevelopment Plan Update**

Selina Chen, Supervisor, Planning, Control and Permitting, provided a presentation on the Downtown Area Redevelopment Plan (Plan), noting that community engagement is scheduled for the fall of 2022 with completion of a final draft of the Plan targeted by the end of 2022.

Exit

Councillor Stu Wigle exited the meeting at 10:04 a.m.

**4.5. Summer Meeting Schedule****MOTION:**

THAT a Special Wood Buffalo Development Advisory Meeting be scheduled for September 2022.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	David J.R. Secord,
<b>SECONDER:</b>	Justin Ellis
<b>FOR:</b>	Kumka, Abbas, Ellis, Hale, McKenzie, Secord, Vardy
<b>ABSENT:</b>	Uche-Ezeala, Vasal, Williams, Soupal, Wells

### Adjournment

The meeting adjourned at 11:14 a.m.

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Chair

**Minutes of a Meeting of the Wood Buffalo Downtown Revitalization Advisory Committee held via electronic communications in Fort McMurray, Alberta, on Wednesday, July 6, 2022, commencing at 5:00 PM.**

**Present:**

Owen Erskine, Recreation, Culture and Heritage Representative  
 Brianne English, Oil and Gas Industry  
 Carolyn Evancio, Seniors Resource Committee Representative  
 Jean-Marc Guillamot, Business Community  
 Todd Hillier, Safety and Security Sector  
 Henry Hunter, Education Sector  
 Lance Bussieres, Councillor

**Absent:**

Renee Mouland, Public-At-Large  
 Marty Noskey, Indigenous Representative  
 Melanie Walsh, Community Development Sector  
 Funky Banjoko, Councillor

**Administration:**

Amanda Haitas, Acting Director, Planning and Development  
 Monica Lance, Manager, Strategic Planning and Program Management  
 Darlene Soucy, Clerk, Legislative Services

**1. Call to Order**

Chair O. Erskine called the meeting to order at 5:03 p.m.

**2. Adoption of Agenda**

**MOTION:**

THAT the Agenda be adopted as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Brianne English
<b>SECONDER:</b>	Henry Hunter
<b>FOR:</b>	Erskine, English, Evancio, Guillamot, Hillier, Hunter
<b>ABSENT:</b>	Mouland, Noskey, Walsh

### 3. **Minutes of Previous Meetings**

#### 3.1. **Wood Buffalo Downtown Revitalization Advisory Committee Meeting - May 4, 2022**

THAT the Minutes of the Wood Buffalo Downtown Revitalization Advisory Committee Meeting held on May 4, 2022, be approved as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Brianne English
<b>SECONDER:</b>	Carolyn Evancio
<b>FOR:</b>	Erskine, English, Evancio, Guillamot, Hillier, Hunter
<b>ABSENT:</b>	Moulard, Noskey, Walsh

### 4. **Presentation**

#### 4.1. **Liana Wheeldon, Arts Council Wood Buffalo, re: Arts Inc. - The Spot for Creativity**

Liana Wheeldon, Executive Director, and Sharon Heading, Partnerships Manager, Arts Council Wood Buffalo, presented an overview of the proposed arts incubator located in the downtown, which would become a creative centre for artists and the community and would provide purpose-built creative maker spaces to fill a gap in arts infrastructure within the Region.

### 5. **New and Unfinished Business**

#### 5.1. **Downtown Area Redevelopment Plan Update**

Selina Chen, Supervisor, Development Control and Permitting, Planning and Development, presented an update on the Downtown Area Redevelopment Plan (the Plan), noting that a draft Plan, which reflects the needs of residents for an active downtown, should be available for public engagement before the end of 2022.

#### 5.2. **Wayfinding Strategy and Plan Update**

Nadia Power, Manager, Public Engagement, Communications and Engagement, provided an update on the wayfinding plan, noting that public engagement is currently underway to solicit feedback for a regional wayfinding strategy and to help develop a detailed plan for downtown Fort McMurray and the waterfront area, which will support the development of guiding principles.

### **5.3. Kiyām Community Park Update**

#### **Ribbon Cutting Event Update**

Nadia Power, Manager, Public Engagement, Communications and Engagement, provided an update on the Kiyām Community Park ribbon cutting event, noting that planning is in progress and the date of the event will be determined when construction is nearing substantial completion.

#### **Public Art Update**

Isela Contreras-Dogbe, Manager, Culture and Social Development, presented an update on the public art for Kiyām Community Park, noting that design of the mural for the building wall is being finalized and the sister benches for the Park are being fabricated by the artists and installation of these art pieces is anticipated this construction season.

### **5.4. Accessibility Audit Project Update**

Isela Contreras-Dogbe, Manager, Culture and Social Development, provided an update on the Accessibility Audit Project, noting that the Accessibility Audit Working Group is finalizing the scope of the Project and indicated that public engagement would be done to solicit feedback from residents.

### **5.5. Working Group Update**

Jean-Marc Guillamot, Vice-Chair, provided an update on Working Group No. 2 Neighbourhood Safety and Pedestrian Friendly, which recently met with Administration to discuss snow and ice control in the downtown area of Fort McMurray. It was noted that feedback indicated that areas of concern include the clearing of sidewalks, the removal of snow piles in public and private parking lots and the lack of areas to put the snow in the downtown. The Working Group will continue to research solutions and strategies that consider costs as well as safety and community cleanliness.

### **5.6. Meeting Schedule Update**

Darlene Soucy, Clerk, Legislative Services, noted that following today's meeting, the Committee is on a scheduled recess in alignment with Council's schedule under the Procedure Bylaw so the next regular Committee meeting will be October 5, 2022, and if the need arises before October, a Special Meeting can be scheduled.

## Adjournment

The meeting adjourned at 6:00 p.m.

---

Chair

**Minutes of a Special Meeting of the Advisory Committee on Aging held in Room 206, Jubilee Centre, in Fort McMurray, Alberta, on Thursday, July 14, 2022, commencing at 9:00 AM.**

**Present:**

Henry Hunter, Chair, Wood Buffalo Housing Representative  
 Luana Bussieres, Vice-Chair, St. Aidan's House Society Representative (via MS Teams)  
 Carolyn Evancio, Seniors Resource Committee Representative  
 Darline Reid, Alberta Health Services Representative (via MS Teams)  
 Ken Saunderson, Golden Years Society Representative  
 Denise Wilkinson, Senior At Large – Urban (via MS Teams)  
 Ken Ball, Councillor (via MS Teams)

**Absent:**

Nicholas Paulson, Indigenous Representative

**Administration:**

Toni Elliott, Senior Manager, Community and Protective Services  
 Martin Byaruhanga, Acting Supervisor, Community and Protective Services  
 Heidi Major, Department Administrator, Community and Protective Services  
 Caitlin Sheaves, Clerk, Legislative Services

**1. Call to Order**

Chair Henry Hunter called the meeting to order at 9:03 a.m.

**2. Minutes of Previous Meetings**

**2.1. Advisory Committee on Aging Meeting - June 9, 2022**

THAT the Minutes of the Advisory Committee on Aging Meeting held on June 9, 2022, be approved as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Carolyn Evancio
<b>SECONDER:</b>	Ken Ball
<b>FOR:</b>	Ball, Hunter, Wilkinson, Evancio, Bussieres, Saunderson
<b>ABSENT:</b>	Reid, Paulson

### **3. New and Unfinished Business**

#### **3.1. Advisory Committee on Aging Annual Report Update**

Chair Henry Hunter advised that the Committee would begin drafting their Annual Report following the next Committee Meeting, and would tentatively present to Council in October.

Action:

Administration committed to providing a list of the Committee's accomplishments at the next meeting.

#### **3.2. Healthy Aging Gathering Update**

Vice-Chair Luana Bussieres provided an update from the Healthy Aging Gathering in Athabasca, noting that several local groups attended as well as representatives from different regions in the North Zone. The gathering was to inform attendees on the funding supports that are available and discuss the shared outcomes in helping seniors age at home.

Entrance:

Darline Reid entered the meeting via MS Teams at 9:13 a.m.

#### **3.3. Administrative Updates**

Martin Byaruhanga, Acting Supervisor, Community and Protective Services provided an update on senior's engagement noting that each event hosted has been a great success, and that Administration is working towards further presentations with local organizations.

Isela Contreras-Dogbe, Acting Manager, Community and Protective Services provided an update on the accessibility audit noting that the Department has been collaborating with Communications and Engagement on a communications plan, and that once the scope of work has been finalized it will be presented to the Accessibility Audit Working Group to gain their feedback.

Martin Byaruhanga, Acting Supervisor, Community and Protective Services, provided an update on the Alberta Age Friendly Designation, noting that a request will be made to Mayor and Council for a letter of support.

#### **3.4. Information Updates**

Committee Member Carolyn Evancio advised that the Seniors Resource Committee participated in a Wayfinding Engagement Session and suggested that the Advisory Committee on Aging make a recommendation on font sizes for any signage.



Committee Member Darline Reid, provided an update on behalf of Alberta Health Services, noting that the Respite Program has been reinstated at Willow Square and they have begun to accept clients.

Vice-Chair Luana Bussieres provided an update on the SMART Bus presentation that was made at the July 12, 2022 Council meeting, noting that the SMART Bus will be operating on regular transit hours for the month of August.

Action Items:

Administration committed to reaching out to Communications and Engagement to invite them to a Wayfinding Engagement Session.

Administration committed to providing an update on Seniors Week at the next Committee meeting, including statistics on SMART Bus usage for the week.

**Adjournment**

The meeting adjourned at 10:04 a.m.

---

Chair

**Minutes of a Meeting of the Community Investment Program Advisory Committee held via electronic communications in Fort McMurray, Alberta, on Wednesday, July 27, 2022, commencing at 6:00 PM.**

**Present:**

Chantal Beaver, Chair, Public-At-Large  
 Brandon Cardinal, Indigenous Representative  
 Trudy Cockerill, Social Profit - Rural Organization  
 Michael McQuilter, Oil Sands Industry Representative  
 Anna Seinen, External Funding Organization Representative  
 Liana Wheeldon, Social Profit - Large Organization  
 Funky Banjoko, Councillor  
 Allan Grandison, Councillor

**Absent:**

Erica Brewer, Public-At-Large  
 Krista Downey, Public-At-Large  
 Matthew Miniely, Social Profit - Small Organization

**Administration:**

Deanne Bergey, Director, Community and Protective Services  
 Janelle Fleury, Advisor, Social Programs  
 Darlene Soucy, Clerk, Legislative Services

**1. Call to Order**

Chair Chantal Beaver called the meeting to order at 6:03 p.m.

**2. Adoption of Agenda**

**MOTION:**

THAT the Agenda be adopted as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Trudy Cockerill
<b>SECONDER:</b>	Liana Wheeldon
<b>FOR:</b>	Beaver, Cardinal, Cockerill, McQuilter, Seinen, Wheeldon
<b>ABSENT:</b>	Brewer, Downey, Miniely

### 3. **Minutes of Previous Meetings**

#### 3.1. **Community Investment Program Advisory Committee Meeting - June 22, 2022**

##### **MOTION:**

THAT the Minutes of the Community Investment Program Advisory Committee Meeting held on June 22, 2022 be approved as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Trudy Cockerill
<b>SECONDER:</b>	Anna Seinen
<b>FOR:</b>	Beaver, Cardinal, Cockerill, McQuilter, Seinen, Wheeldon
<b>ABSENT:</b>	Brewer, Downey, Miniely

### 4. **New and Unfinished Business**

#### 4.1. **Consultant Scope of Work Review**

The Committee provided input on the proposed scope of work for an external third-party consultant to support the Community Investment Program review to identify improvements and enhancements to the Program. The review is intended to identify efficiencies within the Program, including the creation of synergies between the Program, the non-profit community, and funding received from other levels of government; the elimination of duplicated services; the clarification of Program eligibility criteria that would include outcome measurements and funding diversity; and to consider the future role of the Committee.

##### Exit and Return

Brandon Cardinal, Member, exited the meeting at 6:17 p.m. and returned at 6:38 p.m.

With consensus of the Committee, it was agreed that the Committee supports the amended scope of work for the external third-party consultant, which will form the basis of the Request for Proposal to be issued by Administration.

#### 4.2. **Community Investment Program Communications Plan**

Deanne Bergey, Director, Community and Protective Services, provided an overview of the Community Investment Program Communications Plan for the launch of the 2023 grant application portal, noting that the Plan has been amended due to the Program review.

##### Exit

Trudy Cockerill, Member, exited the meeting at 6:57 p.m.

Following discussion by the Committee, it was agreed that based on the work to date and the time required to engage an external third-party to support the Program review, the August Committee meeting would be cancelled.

**MOTION:**

THAT the regular Community Investment Program Advisory Committee meeting scheduled for August 24, 2022 be cancelled.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Anna Seinen
<b>SECONDER:</b>	Liana Wheeldon
<b>FOR:</b>	Beaver, Cardinal, Cockerill, McQuilter, Seinen, Wheeldon
<b>ABSENT:</b>	Brewer, Downey, Miniely

**Adjournment**

The meeting adjourned at 7:05 p.m.

---

Chair

**Minutes of a Meeting of the Advisory Committee on Aging held in Room 206, Jubilee Centre, in Fort McMurray, Alberta, on Thursday, August 11, 2022, commencing at 1:00 PM.**

**Present:**

Henry Hunter, Chair, Wood Buffalo Housing Representative (via MS Teams)  
 Luana Bussieres, Vice-Chair, St. Aidan's House Society Representative (via MS Teams)  
 Carolyn Evancio, Seniors Resource Committee Representative  
 Darline Reid, Alberta Health Services Representative, (via MS Teams)  
 Ken Saunderson, Golden Years Society Representative  
 Ken Ball, Councillor (via MS Teams)

**Absent:**

Denise Wilkinson, Senior At Large - Urban

**Administration:**

Isela Contreras-Dogbe, Acting Manager, Community and Protective Services  
 Martin Byaruhanga, Acting Supervisor, Community and Protective Services  
 Heidi Major, Department Administrator, Community and Protective Services  
 Caitlin Sheaves, Clerk, Legislative Services

**1. Call to Order**

Vice-Chair Luana Bussieres called the meeting to order at 1:09 p.m.

**2. Adoption of Agenda**

**MOTION:**

THAT the Agenda be adopted as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Henry Hunter
<b>SECONDER:</b>	Ken Saunderson
<b>FOR:</b>	Bussieres, Evancio, Hunter, Saunderson
<b>ABSENT:</b>	Ball, Reid, Wilkinson

### **3. Minutes of Previous Meetings**

#### **3.1. Advisory Committee on Aging Meeting - July 14, 2022**

##### **MOTION:**

THAT the Minutes of the Advisory Committee on Aging Meeting held on July 14, 2022 be approved as presented.

<b>RESULT:</b>	<b>CARRIED [UNANIMOUS]</b>
<b>MOVER:</b>	Carolyn Evancio
<b>SECONDER:</b>	Henry Hunter
<b>FOR:</b>	Bussieres, Evancio, Hunter, Saunderson
<b>ABSENT:</b>	Ball, Reid, Wilkinson

### **4. New and Unfinished Business**

#### **4.1. Workplace Inclusion Charter Presentation**

Krystell O'Hara, Program Manager, Equity and Inclusion, provided an overview of the Wood Buffalo Workplace Inclusion Charter (Charter), noting that the Charter is being introduced to support businesses in becoming more inclusive. A brief review of the program background and development was provided, as well as the main components of the Charter; which include the process, commitments, program resources, and recognition program.

It was further noted that the next steps include inviting local partners to engage with local businesses, to create a partnership in implementing the Charter.

##### **Entrances:**

Councillor Ken Ball entered the meeting at 1:15 p.m.

Committee Member Darline Reid entered the meeting at 1:20 p.m.

#### **4.2. 2022 Committee Accomplishments**

Martin Byaruhanga, Acting Supervisor, Culture and Social Development, provided an overview of the Committee's 2021-2022 accomplishments, including the Age-Friendly Work Plan, Seniors Week, the Snow Angels Program, and the Accessibility Audit Scope of Work.

#### **4.3. Administrative Updates**

Isela Contreras-Dogbe, Acting Manager, Culture and Social Development, provided an overview of the Accessibility Audit Scope of Work, including a review of the timeline,

summary of actions, and the development of the working group, scope of work, and engagement campaign.

Daniel Rippe, Strategist, Public Engagement, provided a brief review of the engagement campaign noting that the public engagement will provide an opportunity for all urban and rural stakeholders, and Indigenous partners to provide feedback. It was further noted that public engagement tactics will include a survey on Participate Wood Buffalo, social media promotions, and public engagement events.

#### Exits and Returns:

Committee Member Carolyn Evancio exited the meeting at 1:59 p.m. and returned at 2:03 p.m.

Committee Member Darline Reid exited the meeting at 2:13 p.m. and returned at 2:23 p.m.

#### **4.4. Information Updates**

Committee Member Darline Reid provided an update on behalf of Alberta Health Services, noting that they are currently working on increasing their occupancy at Willow Square.

Committee Member Carolyn Evancio provided an update on behalf of the Seniors Resource Committee, noting that they are still working with YMM Magazine on introducing a Seniors Recognition piece, and are looking for volunteers to sit on a selection committee.

Chair Henry Hunter provided an update on behalf of Wood Buffalo Housing, noting that there are currently several vacancies at Rotary House that they would like to get filled.

Councillor Ken Ball provided an update noting that Council is currently on recess; however, recruitment for the new Chief Administrative Officer is underway.

Vice-Chair Luana Bussieres, provided an update on behalf of St. Aidan's Society, noting that work continues towards seniors aging at home, and securing grants to bring in at-home supports to the community.

#### **Adjournment**

The meeting adjourned at 2:50 p.m.

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Chair



REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

OFFICE OF THE MAYOR

## ***PROCLAMATION***

- WHEREAS** the Regional Municipality of Wood Buffalo recognizes September 30<sup>th</sup> as National Day for Truth and Reconciliation. This day is commemorated nationally to raise awareness of the tragic legacy of Canada's residential schools, honour survivors and remember those who did not survive; and
- WHEREAS** it is important that all Canadians understand the complex truth about the history and ongoing impact of residential schools and the resilience that Indigenous Peoples have shown amidst the collective harms and atrocities that have been endured; and
- WHEREAS** the Municipality will continue to listen to, learn from, and share the truth as we honour the survivors of residential schools, their families, and their communities, as we mourn the children who never returned home; and
- WHEREAS** in the Wood Buffalo region, the Holy Angels Residential School in Fort Chipewyan operated until 1974, the Bishop Piche Day School operated until 1985, and the Janvier Day School operated until 1974; and
- WHEREAS** the Municipality remains committed to truth and reconciliation through strengthened relationships with Indigenous governments, communities, and partners to implement of the Truth and Reconciliation Commission's Calls to Actions.

**NOW THEREFORE**, I, Sandy Bowman, Mayor of the Regional Municipality of Wood Buffalo, do hereby proclaim **September 30<sup>th</sup>, 2022**, as:

### **“NATIONAL DAY FOR TRUTH AND RECONCILIATION”**

**IN WITNESS WHEREOF**, I have hereunder set my hand and caused to be affixed the seal of the Regional Municipality of Wood Buffalo in Fort McMurray, Alberta, this **27<sup>th</sup> day of September 2022**.

**Sandy Bowman**  
**Mayor**

9909 Franklin Avenue, Fort McMurray, Alberta, Canada, T9H 2K4  
T 780.743.7009 W [rmwb.ca](http://rmwb.ca) E [mayor@rmwb.ca](mailto:mayor@rmwb.ca)





REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

OFFICE OF THE MAYOR

## ***P R O C L A M A T I O N***

- WHEREAS** there are approximately 2,600 transit workers in Canada that suffer life-changing or career-ending injuries every year because of incidents at the workplace; and
- WHEREAS** it is important for all workers, including transit workers, to be safe and protected from harmful incidents and violence in the workplace, including in the Regional Municipality of Wood Buffalo; and
- WHEREAS** in addition to laws, policies, and increased safety and security measures, public awareness surrounding transit worker safety has proven highly beneficial in the reduction of negative interactions in Canada; and
- WHEREAS** CUPE Local 1505 and the Regional Municipality of Wood Buffalo have been working collaboratively to raise public awareness surrounding the safety and rider etiquette in our public transit system and operations; and
- WHEREAS** an increased level of safety and awareness for workers in the public transit system results in a more safe and healthy work environment and a secure mode of transportation for all residents in the Regional Municipality of Wood Buffalo.

**NOW THEREFORE**, I, Sandy Bowman, Mayor of the Regional Municipality of Wood Buffalo, do hereby proclaim the month of **October 2022**, as:

### **“TRANSIT WORKER SAFETY AWARENESS MONTH”**

**IN WITNESS WHEREOF**, I have hereunder set my hand and caused to be affixed the seal of the Regional Municipality of Wood Buffalo in Fort McMurray, Alberta, this **27<sup>th</sup> day of September 2022**.

**Sandy Bowman**  
**Mayor**

9909 Franklin Avenue, Fort McMurray, Alberta, Canada, T9H 2K4  
T 780.743.7009 W [rmwb.ca](http://rmwb.ca) E [mayor@rmwb.ca](mailto:mayor@rmwb.ca)



REGIONAL MUNICIPALITY  
OF **WOOD BUFFALO**

OFFICE OF THE MAYOR

## ***P R O C L A M A T I O N***

- WHEREAS** the Regional Municipality of Wood Buffalo is committed to ensuring the safety and security of all those living in and visiting this region; and
- WHEREAS** fire is a serious public safety concern both locally and nationally, and homes are the locations where people are at the greatest risk from fire; and
- WHEREAS** smoke alarms alert people to danger in the event of a fire in which you may have as little as two minutes to escape safely, and working smoke alarms cut the risk of death in reported home fires in half; and
- WHEREAS** Regional Emergency Services of the Regional Municipality of Wood Buffalo is dedicated to reducing the occurrence of home fires and home fire injuries through prevention and protection education; and
- WHEREAS** all residents should help ensure everyone at home understands smoke alarm sounds and knows how to plan, and practice a home fire escape plan, in order to best respond in case of an emergency; and
- WHEREAS** 2022 is the 100th anniversary of Fire Prevention Week, and this year's theme, "*Fire Won't Wait. Plan Your Escape,*" effectively reminds everyone it is essential to have a home fire escape plan.

**NOW THEREFORE**, I, Sandy Bowman, Mayor of the Regional Municipality of Wood Buffalo, do hereby proclaim **October 9 through 15, 2022**, as:

### **“FIRE PREVENTION WEEK”**

**IN WITNESS WHEREOF**, I have hereunder set my hand and caused to be affixed the seal of the Regional Municipality of Wood Buffalo in Fort McMurray, Alberta, this **27<sup>th</sup> day of September 2022**.

**Sandy Bowman**  
**Mayor**

9909 Franklin Avenue, Fort McMurray, Alberta, Canada, T9H 2K4  
T 780.743.7009 W rmwb.ca E mayor@rmwb.ca



**Subject: Planning and Development Process Review Project**

**APPROVALS:**

**Antoine Remp**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Acting Interim Chief Administrative Officer

**Recommended Motion:**

THAT the Regional Municipality of Wood Buffalo Planning and Development Process Review Final Report be accepted as information.

**Summary:**

Clear, efficient, and easy to follow municipal permitting and licensing processes help facilitate investment and increase customer service and customer satisfaction. Through honest discussions with regional stakeholders, permit applicants, and the Wood Buffalo Development Advisory Committee (WBDAC), the Planning and Development Department (P&D) recognized the need to undertake a review of the Department from both the staff and the applicant's perspective. In mid-2021, P&D retained Ernst & Young (EY) to help lead a departmental Process Review Project - a rigorous, impartial, and expert-based evaluation of permitting and licensing processes. After one year of work, EY's final report is now complete (Attachment 1) and outlines the Department's challenges, identifies 92 recommendations, and specifies over 300 actions for the department to complete over the next few years. The overall objectives are to:

- Improve customer services
- Reduce red tape
- Better facilitate property improvement, investment and responsible growth
- Reduce barriers to development

**Background:**

P&D is an outward facing department, serving residents, businesses, prospective investors, stakeholder groups, realtors, and trades on a daily basis. Annually, the Department's three branches (Community Development Planning, Safety Codes, and Land Administration) have thousands of public interactions, and while most are productive and positive, concerns of inconsistency, confusion, duplication, etc. are

regularly heard and recognized as being a barrier to growth and efficiency. P&D acknowledges that there is room for improvement and is committed to refining its processes, providing exceptional customer service, and facilitating economic activity.

In 2021, P&D worked with the WBDAC to finalize the project's scope of work, which was publicly issued in mid-2021 as a Request for Proposal. Shortly after, the project was awarded to EY to facilitate the process, working very closely with staff.

The internal project team included P&D leadership and staff, along with project management support from the Strategic Planning and Program Management department. An extensive documentation review was undertaken, along with internal and external engagement. By mapping out and understanding the existing processes and documentation, engaging over 100 P&D stakeholders (including public survey) to understand frustrations, meeting with over 45 staff, and reviewing practices in comparable cities, EY was able to conduct a gap analysis, identifying where changes are required.

Based on this review and information, EY created a final report which outlines nine key departmental challenges, and 92 recommendations for change, along with over 300 actions to be undertaken. These recommendations and actions now form part of a three-year implementation plan to be actioned by all three branches and the Director's office in P&D.

Throughout the entire project, P&D provided regular updates to the WBDAC at their monthly meetings and received feedback that helped guide and shape the work that was undertaken. This level of engagement with the Committee provided an important opportunity for validation of the project's approach and findings, while also helping to build awareness of the project throughout the region. The WBDAC has provided a letter of support for the project's final report (Attachment 2).

#### **Budget/Financial Implications:**

Budget for this project was approved as part of the 2021 Budget. Any budget requests associated with implementation and continuous improvement will occur as part of future municipal budgeting processes.

#### **Rationale for Recommendation:**

The reduction of red tape and facilitation of economic development are important components of ensuring a high quality of life in the Region. Through the Process Review Project, P&D has identified changes to how it serves the public and supports businesses. The department is committed to making meaningful improvements to processes and supports to encourage development in our Region.

**Strategic Plan Values:**

Building Partnerships  
Local Economy  
Downtown Visualization

**Attachments:**

**1. Regional Municipality of Wood Buffalo Planning and Development Process Review Final Report**

**2. Letter of Support - Wood Buffalo Development Advisory Committee 2022.06.02**

**Planning and Development Process Review Project Presentation**



# Regional Municipality of Wood Buffalo P&D Process Review

Final Report

22 April 2022



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<b>Section 2 - Executive Summary</b> <ul style="list-style-type: none"> <li>Project at a Glance</li> <li>Project Goals</li> <li>Departmental Challenges</li> <li>Recommendations &amp; Actions</li> </ul>	Summarizes the key components of this report	10-22
<b>Section 3 - Goals</b> <ul style="list-style-type: none"> <li>Three (3) key goals</li> <li>15 Potential KPIs Identified</li> </ul>	Outlines the goals to be achieved from undertaking the RMWB Planning and Development Process Review project	23-25
<b>Section 4 - Departmental Challenges</b> <ul style="list-style-type: none"> <li>Nine (9) key departmental challenges</li> </ul>	Outlines the nine key departmental challenges identified through this project. All recommendations within this report align to these challenges	26-27
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## Report Layout

Below is a visual layout and approach to this report



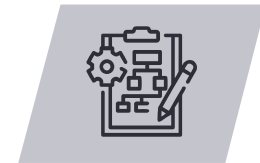
Project Goals  
(3)



Recommendations  
& Actions



Departmental  
Challenges (9)



Implementation  
Plan

Regional Municipality of Wood Buffalo P&D Process Review — Final Report

### Departmental Challenges

Identified through a document review and stakeholder engagement, and themed into nine categories for ease of clarity and flow.

Category	Description
Business Process	Business processes have evolved over time without deliberate attention to the impact they have on internal and external stakeholders.
Policy	Customer service initiatives, over-riding priority development and decision-making gaps in knowledge and inconsistent awareness.
Standard Communications	The website, social media and public communication is highly technical and difficult for the general public to understand.
Forms and Checklists	Many forms and checklists are tedious, but are not considered on the website or in the workflow, causing users to rework "bad".
Governance	Many decisions are made with urgency, the process of communicating those changes is not formalized, documented and well-understood.
Organizational Design	Without sufficient capacity and clear assignment and division of responsibilities, there is increased time and hand-offs.
Information Management	The integration of new and existing data is difficult to integrate due to limited software capabilities and staff capacity.
Technology & Assets	Outdated systems, systems and hardware have not kept pace with business needs, primarily due to time and resource constraints.
Metrics & Reporting	Metrics and reporting remain an important part of process requirements that are not being reliably tracked and updated.

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Regional Municipality of Wood Buffalo P&D Process Review — Final Report

### Implementation Plan

To help guide prioritization and sequencing

	Year 1	Year 2	Year 3
Business Process	Y1, Y2, Y3	Y1, Y2, Y3	Y1, Y2, Y3
Policy	Y1, Y2, Y3	Y1, Y2, Y3	Y1, Y2, Y3
Standard Communications	Y1, Y2, Y3	Y1, Y2, Y3	Y1, Y2, Y3
Forms and Checklists	Y1, Y2, Y3	Y1, Y2, Y3	Y1, Y2, Y3
Governance	Y1, Y2, Y3	Y1, Y2, Y3	Y1, Y2, Y3
Organizational Design	Y1, Y2, Y3	Y1, Y2, Y3	Y1, Y2, Y3
Information Management	Y1, Y2, Y3	Y1, Y2, Y3	Y1, Y2, Y3
Technology & Assets	Y1, Y2, Y3	Y1, Y2, Y3	Y1, Y2, Y3
Metrics & Reporting	Y1, Y2, Y3	Y1, Y2, Y3	Y1, Y2, Y3

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# 1.

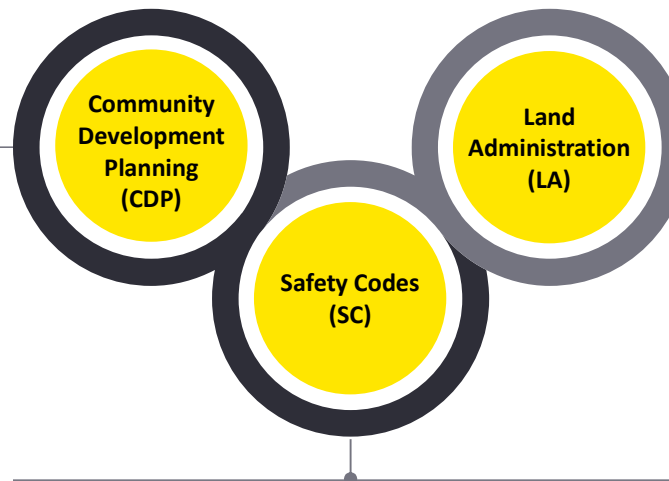
## INTRODUCTION

# Planning and Development

## Departmental Overview

**The Planning and Development (P&D) Department within the Regional Municipality of Wood Buffalo is comprised of three branches, each of which provide different public-facing services.**

CDP's most visible role is processing development permits, business licenses and subdivision applications. The branch also undertakes projects that inform and guide our region's growth, including the Municipal Development Plan, Area Structure Plans, Land Use Bylaw, and Municipal Census.



LA oversees all aspects of acquiring, disposing and leasing of municipal land and facilities in accordance with Alberta's Municipal Government Act. In addition to the Provincial Land Use Framework, Land Administration is also guided by Federal Government requirements and processes.

SC ensures safe and compliant work that satisfies the requirements set out in the provincially legislated Alberta Safety Codes Act through issuing and closing work permits and inspection services for construction within the RMWB. Safety Codes Officers monitor and identify any nonpermitted sites, identify unsafe work conditions, and ensure permits are obtained and compliance is achieved.

## Background: Project Context and Objectives

What we set out to achieve from undertaking this project

### Why was this project undertaken?

While P&D processes thousands of permits and inspections annually, the department is aware of real and perceived complaints concerning confusion, inefficiencies and miscommunication. As with many regulatory functions, processes administered by P&D are often seen as “getting in the way” and are perceived by the end-user as adding little value. In alignment with the Government of Alberta’s priority of reducing red tape and to support economic recovery, P&D engaged EY to conduct an objective, impartial third-party review of processes

### Our objectives are to enhance business processes to:



Improve  
customer services



Reduce  
red tape



Better facilitate property  
improvement, investment and  
responsible growth

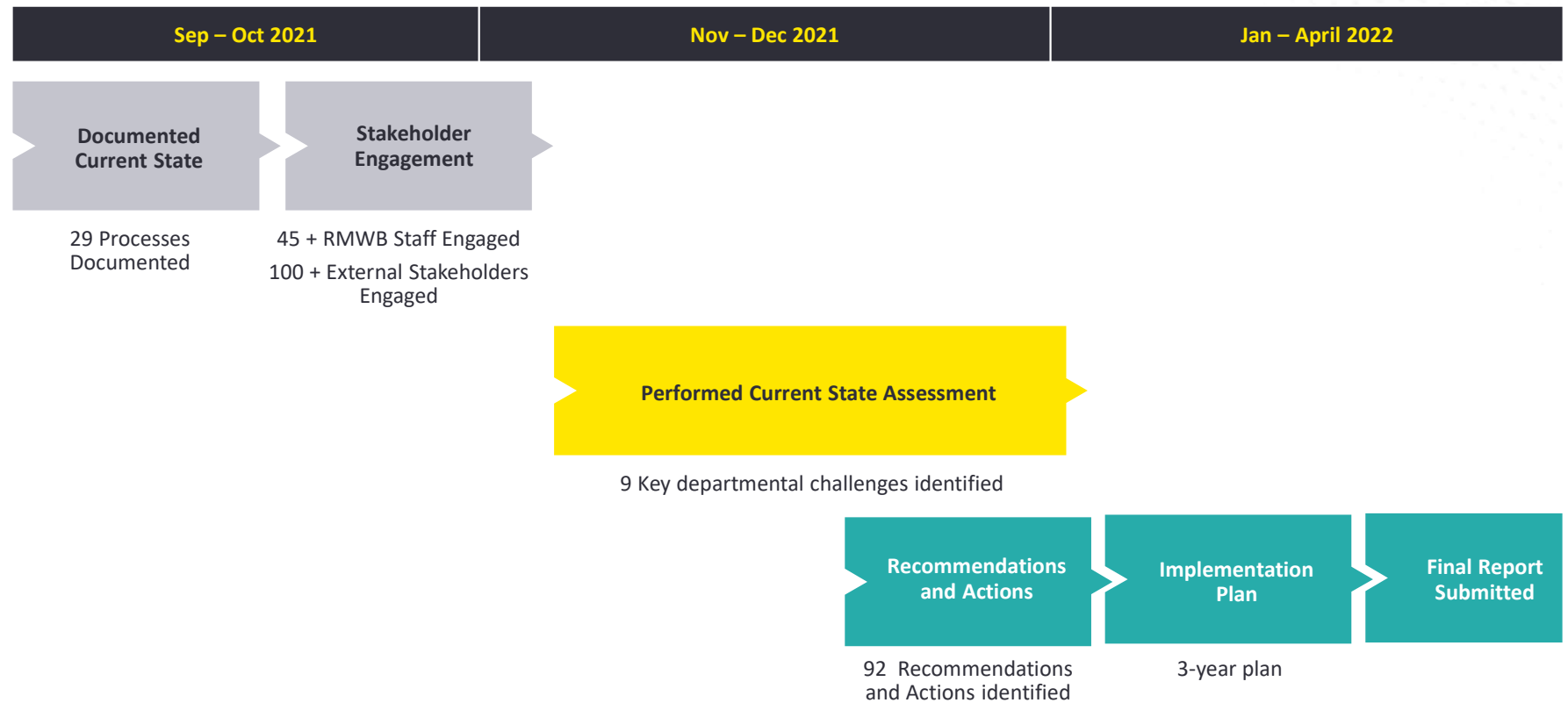


Reduce barriers  
to development



# Project Approach

The recommended future state was developed by using this approach



## Project Approach – Phase Descriptions

Below is a brief description of the work completed as part of each phase

Phase	Description
<b>Documented Current State</b>	<ul style="list-style-type: none"> <li>Gathered and documented 29 processes across Safety Codes, Land Administration and Community Development Planning, identifying challenges, strengths and opportunities for future improvement</li> <li>Created process flow diagrams for all processes the P&amp;D team currently follows in delivering service, reflecting key steps, roles and responsibilities within the team</li> </ul>
<b>Stakeholder Engagement</b>	<ul style="list-style-type: none"> <li>Led a series of internal and external stakeholder workshops, interviews and meetings to understand what processes are working well or as intended; where there are pain-points, gaps, risks or challenges with current processes; and opportunities for improvement, as identified by stakeholders. 45+ internal stakeholders and 100+ external stakeholders were engaged as part of this project</li> <li>The <i>Making Business Easier</i> public survey was launched in November; results and key findings were synthesized into the Current State Assessment</li> </ul>
<b>Current State Assessment</b>	<ul style="list-style-type: none"> <li>Identified root issues and detailed observations on the basis of current state processes and stakeholder engagement</li> <li>Defined opportunities with high expected impact and ease of implementation</li> </ul>
<b>Recommendations and Actions</b>	<ul style="list-style-type: none"> <li>Key stakeholders were engaged to re-engineer or revise existing business processes to be more streamlined and intuitive; in some cases, this involved the elimination or modification of business process steps</li> <li>Addressed each root issue with a proposed recommendation and implementation plan</li> </ul>
<b>Implementation Plan</b>	<ul style="list-style-type: none"> <li>Prioritized and sequenced recommendations</li> <li>Developed a continuous improvement plan to assist P&amp;D in actioning recommendations over the coming months and years</li> </ul>
<b>Final Report</b>	<ul style="list-style-type: none"> <li>Delivered a Final Report</li> </ul>

# Stakeholder Engagement

External and internal stakeholder engagement was foundational to the project

- EY facilitated twenty-eight workshops and interviews with P&D staff and an additional six sessions with other RMWB departments that regularly interact with P&D
- Thirteen workshops with associations, organizations and groups external to RMWB were also conducted to ensure outside perspectives were incorporated

## Overview of External Stakeholder Groups Engaged

- RMWB Development Advisory Committee
- McMurray Métis
- Fort McKay Métis Nation
- Northeastern Alberta Aboriginal Business Association
- Fort McMurray Construction Association
- Fort McMurray Chamber of Commerce
- Fort McMurray Real Estate Board
- BILD Wood Buffalo
- Fort McMurray Wood Buffalo Economic Development and Tourism
- Business Stakeholders
- Public (via a survey and targeted follow up to participants who requested it)
- P&D management and staff (45+)
- Other departments within RMWB



# 2.

## EXECUTIVE SUMMARY

## Executive Summary

# Project at a Glance

 **69**  
Documents Reviewed

 **29**  
Business Processes Documented


 **100+**  
External Stakeholders Engaged

 **45+**  
RMWB Staff Engaged

 **3**  
Project Goals Identified

 **9**  
Key Departmental Challenges Identified

 **92**  
Recommendations and Actions

 **Built 3-Year Implementation Plan**

 **15**  
Potential KPI's Identified



## Project Goals

Recommendations for each department within Planning and Development are set to achieve the following 3 goals



### Goal # 1

Be a facilitator of economic activity



### Goal # 2

Provide exceptional customer service



### Goal # 3

Streamline steps and processes within Planning and Development

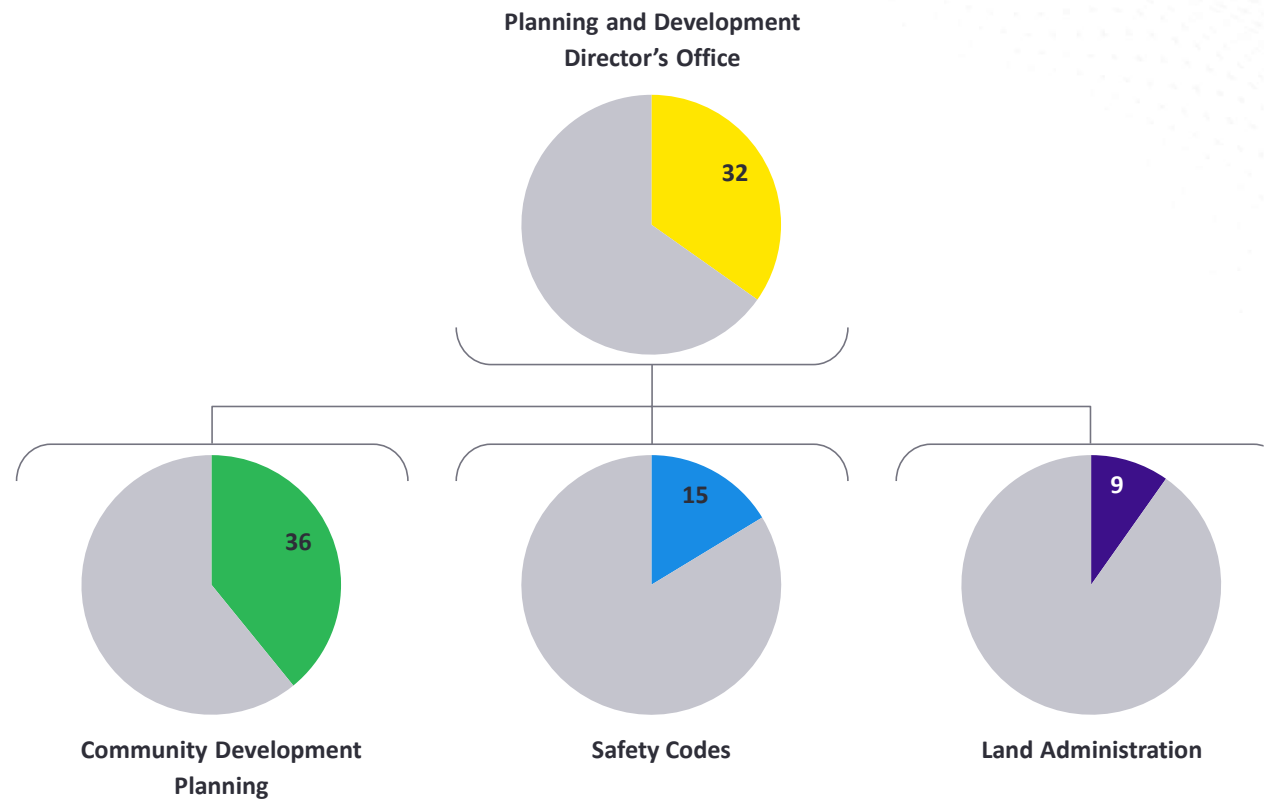
## Departmental Challenges

Identified through a document review and stakeholder engagement, and themed into nine categories for ease of clarity and flow



## Recommendations and Actions

In response to the **9** key departmental challenges, **92** recommendations were created. From here, a series of actions were identified to fulfill the recommendations. Each Branch within the Planning & Development, along with the Director's Office, have been assigned responsibility to implement the recommendations.



## Recommendations - Planning & Development Director's Office

No.	Recommendation
1	Better enable PULSE to qualify and resolve inquiries upstream from P&D
2	Provide written clarification of each stakeholder's authority and reason for inclusion on certain circulations
3	Request IT set up a Call Group for the P&D main phone line and set up an answering machine response
4	Update website and checklists to provide clarity on the term 'accessory structure' to improve understanding on when a development permit is required
5	Develop and implement a knowledge transfer process with onboarding guidance for when a staff member will be away more than two weeks
6	Clearly assign responsibility for enforcement activities when executing special events and enforcing development permit compliance
7	Change the policy, waive the fee or provide a designated procurement card to be used for permit applications related to municipal-led projects
8	Take stock of existing "policy" gaps and bring on a resource to augment their development future development as part of the continuous improvement program ( <i>where "policy" in this context can be taken to mean any document used by P&amp;D to guide how services/processes are delivered</i> )
9	Simplify the fee schedule as part of the Land Use Bylaw approval, while also providing guidance on the website
10	Develop a visual overview of P&D processes (services) and how they "fit together" and post this overview on the main "landing" page for Planning & Development
11	Provide an overview of P&D services on the main "landing page" for Planning and Development
12	Embed process information in permit conditions and application submission processes
13	Work with Communications and Engagement to strategize and plan how to deliver messages and updates on P&D process changes to external stakeholders
14	Add a purpose description to the Boulevard Crossing Permit Application form
15	Add a purpose description to the Notice of Appeal application form
16	Eliminate obsolete permit types; group remaining permits by category in E-Permitting and align those groupings to website content and application processes

## Recommendations - Planning & Development Director's Office (contd)

No.	Recommendation
17	Review retention and disposition schedule(s) for P&D and use a simple rule of thumb to assign/manage filing duties
18	Establish a Management of Change process that addresses governance for future changes
19	Require rationale, options/solutions (if applicable) and references on Site Inspection Reports and Information Requests by revising the site inspection report template
20	Articulate the mandate and objectives of each branch to bring clarity to differences
21	Engage HR to discuss resource constraints and review RMWB employee retention policies
22	Make strategic, targeted changes to Accela configuration to enforce data quality and consistency by further understanding which fields require their frequent manual clean-up
23	Develop a data strategy that defines how P&D will improve how it acquires, stores, manages, shares and uses data
24	Bring property file information into one information management system
25	Consider investing in configuration changes, while taking a preventative approach
26	Perform software and hardware rationalization assessments to determine if efficiencies can be found
27	Actively manage the circulation lists and action feedback as it is received
28	Enforce a minimum one attachment business rule (as starting point) for all development and building applications submitted through E-Permitting
29	Increase access to Accela data tables to establish live data feeds to canned reports in Power BI (a data visualization tool)
30	Have P&D leadership team agree on priority business goals and underlying performance measures
31	Make targeted improvements to configuration, while exploring procurement of a new permitting solution
32	Make key configurations to OpenText to harness its full potential as a records management system



## Recommendations – Community Development Planning Branch

No.	Recommendation
33	Identify the properties impacted by as-built grading certificates issued between 2016-2017 that were not time-bound, proactively notify these owners, and offer a one-year grace period
34	Re-engineer the Development Permit process
35	Re-engineer the Business License process
36	When a Land Use Bylaw amendment is approved, ensure internal documentation and systems are fully updated with notification to P&D staff, and assign clear responsibility for these steps
37	Require approved variances to be linked to the associated development permit in Accela
38	Transition paper booking processes to an online booking and payment app
39	Implement a process for enforcing Business Licenses and pair enforcement with business enablement activities to provide better customer service
40	Formalize management's guidance on Business Licenses
41	Publish in simple terms on the website what is meant by "change of use", why a development permit may be needed and what the exemptions are
42	Educate staff and applicants on minimum requirements for site plans/drawings and refuse ones that do not meet the requirements
43	Identify the multi-tenant buildings that did not previously require unit addresses and proactively notify these owners of the need to correct this, offering a two-year grace period and waiving the application fee
44	Ensure the revised Land Use Bylaw is user friendly
45	Work with the Realtor's Association to develop and publish a home buyer's guidance document on the website
46	Add a purpose description to the Plan Amendment application form and an overview of this service to the RMWB website
47	Add a purpose description to the Civic Address / Legal Description Conversion web page

## Recommendations – Community Development Planning Branch (contd)

No.	Recommendation
48	Add a purpose description to the Civic Insight web page
49	Create a Sign Permit Application form with a corresponding purpose description
50	Add a purpose description to the Development Permit Application Form
51	Add a purpose description to the Cannabis Retail Store Development Permit Application Form
52	Add a purpose description to the Development Permit (Rural Area Oil Sands/Pilot Plants) application form
53	Add a purpose description to the Subdivision Application Form
54	Add a purpose description to the Application for Home Business form
55	Add a purpose description to the Compliance Certificate Application Form
56	Add a purpose description to the Variance Application Form
57	Add a purpose description to the Business License Application form
58	Add a purpose description to the Home Occupation Declaration form
59	Add a purpose description to the How to Draw a Site and Floor Plan guide
60	Add a purpose description to the Landscape Inspection Application form
61	Add a purpose description to the Noise Bylaw Letter of Request form
62	Add a purpose description to the Pre-Application Requirements for Development Permit Applications form
63	Add a purpose description to the Special Event Permit Application form

## Recommendations – Community Development Planning Branch (contd)

No.	Recommendation
64	Outline on the website and in the application process what documents are required for each type of development permit; improve or create internal checklists used by Clerks to assess completeness of development permit applications
65	Add links to checklists and include definitions within online applications
66	Review circulation periods by development permit type, adjusting where possible, and enforce them more strictly
67	Investigate whether additional functionality can be purchased or added to the existing Civic Insights online tool
68	Consolidate the existing amendments into the current Land Use Bylaw while the new Bylaw moves through approvals



## Recommendations – Safety Codes Branch

No.	Recommendation
69	Re-engineer the Occupancy Permit process
70	Offer a separate, standalone process (and workflow) whereby the public can apply (under the Planning tab in Accela) for a consultation with a Planner and Inspector pair who can advise (through an inspection and discussion) of the main considerations an applicant may want to consider under the Land Use Bylaw and Safety Codes Act
71	Formalize management's guidance on Occupancy Permits
72	Add a purpose description to the Building Permits web page
73	Add a purpose description to the Declaration of "Homeowner" for Permit Under the Safety Codes Act form
74	Add a purpose description to the Electrical Permit Application form
75	Add a purpose description to the Annual Electrical Permit Application form
76	Add a purpose description to the Occupancy Permit Application form
77	Add a purpose description to the Gas Permit Application form
78	Add a purpose description to the Gas Appliance Venting Permit Application form
79	Add a purpose description to the Private Sewage Disposal Permit Application form
80	Add a purpose description to the Inspection Requests web page
81	Add a purpose description to the UGS Connection/Disconnection Permit Application form
82	Add a purpose description to the Plumbing Permit Application form
83	Add a purpose description to the Sump Pump to Sanitary Connection Application form

## Recommendations – Land Administration Branch

No.	Recommendation
84	Increase public awareness of municipally owned land to discourage misuse. Create a mechanism for notifying P&D of misuse/damage
85	Re-engineer the Land Sales process
86	In third-party agreements, ensure impacted departments are notified prior to contract execution
87	Consider developing an internal policy for the appropriateness of and criteria for the RMWB being a "permanent" or long-term landlord
88	On a case by case basis, evaluate whether or not the outstanding fees need to be paid for any expired encroachment agreements
89	Add a purpose description to the Authorization for Municipal Land form
90	Add purpose descriptions for the following services to the RMWB website: Crossing Agreement, Easement Agreement, Encroachment Agreement, Road Use Agreement, Road Closure Agreement, Third-party Land Consent Agreement, Land Purchase Agreement, Land Sales Agreement, Letter of Authorization and License of Occupation
91	Add a purpose description to the Discharge of Caveat Request Form
92	Develop and implement standardized practices and agreements for high-risk Land Administration activities

# Implementation Plan

To help guide prioritization and sequencing

	Year 1							Year 2							Year 3					
P&D Director's Office	1	3	4	7	8	10	11	2	5	6	9	16	17	20	21	13	23	24	27	30
	12	14	15	18	19	25	28	22	26	29	32									
	31																			
Community Development Planning	34	35	41	46	47	48	49	33	36	39	40	42	44	64	67	37	38	43	45	
	50	51	52	53	54	55	56	68												
	57	58	59	60	61	62	63													
	65	66																		
Safety Codes	71	72	73	74	75	76	77	69	70											
	78	79	80	81	82	83														
Land Administration	85	87	88	89	90	91		84	86	92										

# 3.

## GOALS





## Goals

Recommendations for each department within Planning and Development are set to achieve the following 3 goals

EY recommends the P&D management team select a handful of these KPIs to implement (a minimum of one per category) and to assign an owner responsible for reporting on these measures

#	KPIs	Provides valuable evidence of:	Current Performance	Target	Frequency of Review	Data Source
<b>Goal #1: Be a facilitator of economic activity</b>						
1.1	# of business license applications submitted	Applications submitted	X#	X#	Monthly	Accela
1.2	# of business license applications approved	Applications approved	X#	X#	Monthly	Accela
1.3	# of building permits requested	Building permits requested	X#	X#	Monthly	Accela
1.4	# of building permits approved	Building permits approved	X#	X#	Monthly	Accela
1.5	# of new builds in RMWB	# of new build in RMWB	X#	X#	Monthly	Accela
1.6	\$ value of building permits	\$ value of building permits	X\$	X\$	Monthly	Accela
1.7	% increase in year over year total number of active business licenses	How easy/difficult it is to obtain a business license and an indicator of business activity	X%	X%	Annually	Accela

## Goals

Recommendations for each department within Planning and Development are set to achieve the following 3 goals

#	KPIs	Provides valuable evidence of:	Current Performance	Target	Frequency of Review	Data Source
<b>Goal # 2: Provide exceptional customer service customer service</b>						
2.1	Average number of days between a complete Permit/Business License application being submitted to when the application is approved	How responsive P&D is to all applicants	X days	X days	Monthly	Accela
2.2	Average number of days between a safety code inspection request and when the inspection is performed	How responsive P&D for coordinating inspections	X days	X days	Monthly	Accela
2.3	Number of PULSE inquiries received that relate to P&D services	How effective improvements to the website are	Total #	Total #	Weekly	PULSE
2.4	Number of official updates sent to key “partners” that impact their membership (e.g. FMCA, FMCC, BILD, FMREB, NAABA)	How the process of managing changes through to fruition is performing	#	#	Monthly	Emails from Director
2.5	Number of recommendations actioned and completed, as reported publicly to the Development Advisory Committee	How committed P&D leadership is to driving continuous improvement with transparency	#	#	Monthly	Rec’s Tracker
<b>Goal # 3: Streamline steps and processes within Planning and Development</b>						
3.1	Number of process steps eliminated	To what extent processes have materially been streamlined	N/A	# Permits # Steps	Bi-annually	Process Flow
3.2	Number of processes refined	How effective process changes have been to reduce frustrations and educate applicants	Total #	Total #	Any period	Accela

# 4.

## DEPARTMENTAL CHALLENGES



## Departmental Challenges

As a result of documentation review and stakeholder engagement, nine key departmental challenges were identified. All recommendations within this report align to these challenges.











## 5.



## RECOMMENDATIONS AND ACTIONS

## How to read report

Definition for each element is provided below

Recommendation No.		Action Items
	Departmental Challenge	One of nine (9) key departmental challenges identified
	Root Issue	The underlying cause or fundamental essence of some issue, problem, or difficulty at hand
	Recommendation	A suggestion or proposal as to the best course of action to address the root issue
	Target Outcome	The expected result after RMWB actions the recommendations and specific action items
	Responsible	The group responsible for actioning the recommendations and specific actions One of four groups (i.e. Director's Office, CDP, Safety Codes, Land Administration)
	Timeline	The timeframe in which the recommendations and actions items are to be completed

- A documented task or activity that needs to take place

## Recommendations and Actions

In response to the **9** key departmental challenges, **94** recommendations were created. From here, a series of actions were identified to fulfil the recommendations. Each Branch within the Planning & Development, along with the Director's Office, have been assigned responsibility to implement the recommendations.





# 5.1

## RECOMMENDATIONS AND ACTIONS

Planning & Development  
Director's Office



## Recommendations & Actions – Director’s Office

### Recommendation No. 01



	Departmental Challenge	Business Process
	Root Issue	There is no system in place to triage, prioritize, assign and track requests received via PULSE once received by P&D
	Recommendation	<b>Better enable PULSE to qualify and resolve inquiries upstream from P&amp;D</b>
	Target Outcome	Fewer email inquiries and more efficient identification of a file/application owner
	Responsible	Planning & Development Director’s Office
	Timeline	Year 1

### Action Items

- Have PULSE agents request basic information about the inquiry upfront, including requestor name, civic address pertaining to the inquiry, permit/license number (if available), and topic/theme of inquiry
- Review PULSE’s guidance sheet used by agents and fill in gaps related to direct questions about property file records requests, sign and event bookings and land admin-related inquiries, and how to obtain compliance certificates
- Ensure PULSE agents are advised of any process changes, as recommendations are implemented

## Recommendations & Actions – Director’s Office

### Recommendation No. 02



	Departmental Challenge	Business Process
	Root Issue	Circulations do not specify priority level or relevancy to each reviewer in the context of total workload
	Recommendation	<b>Provide written clarification of each stakeholder’s authority and reason for inclusion on certain circulations</b>
	Target Outcome	A reduction in permit and agreement processing time realized from greater clarity regarding the circulation list
	Responsible	Planning & Development Director’s Office
	Timeline	Year 2

### Action Items

- Conduct an in-depth review of each circulation list in use by each branch of P&D to re-affirm why a stakeholder group or entity would or may be included on a particular application or agreement circulation
- Meet with the department or team leader from each entity, as required, to confirm which applications they should receive, why, what they look for/review and what their authority is under relevant legislation (i.e., whether P&D is seeking approval from a stakeholder or simply creating awareness through a circulation to them)
- Document the business and legal rationale for their inclusion on a particular circulation and change the circulation list to not have just ‘X’s’, but instead specify if the stakeholder is an Approver or not (i.e., whether P&D can proceed if they do not hear back within the stated circulation period and accept non-response as consent)
- Include this detailed information and rationale underneath each circulation list, so staff have clear guidance they can refer to for future applications and know the business reason for why they are circulating something to a particular stakeholder/entity

## Recommendations & Actions – Director's Office

### Recommendation No. 03



	Departmental Challenge	Business Process
	Root Issue	There is only one phone line for permit inquiries
	Recommendation	<b>Request IT set up a Call Group for the P&amp;D main phone line and set up an answering machine response</b>
	Target Outcome	This would improve customer service and reduce the volume of email inquiries
	Responsible	Planning & Development Director's Office
	Timeline	Year 1

### Action Items

- The main phone line for P&D (being 780-799-8695, as indicated on all application forms), could be set up in Microsoft (assuming a VOIP system currently exists at RMWB) to forward calls to a Call group, which can include up to 25 staff according to Microsoft Support; this would enable more than one person to answer calls
- Also, P&D could inquire with IT about setting up an answering machine for this number which could be monitored by a staff and allow for staff/public to leave inquiries until they can be called back

## Recommendations & Actions – Director’s Office

### Recommendation No. 04



	Departmental Challenge	Business Process
	Root Issue	The term ‘accessory structure’ is not universally understood
	Recommendation	<b>Update website and checklists to provide clarity on the term ‘accessory structure’ to improve understanding on when a development permit is required</b>
	Target Outcome	Improved understanding of the term ‘accessory structure’
	Responsible	Planning & Development Director's Office
	Timeline	Year 1

### Action Items

- As the term “Accessory Structure” is not well understood, post onto the website a list of building types that fall under the “Accessory Structure” category
- Add a note on the Accessory Structure checklist clearly stating that development permits for accessory structures under 10x10 feet do not require a development permit (e.g. sheds)



## Recommendations & Actions – Director's Office

### Recommendation No. 05



	Departmental Challenge	Business Process
	Root Issue	There is no established knowledge transfer process in place
	Recommendation	<b>Develop and implement a knowledge transfer process with onboarding guidance for when a staff member will be away more than two weeks</b>
	Target Outcome	Improved customer service and reduction in application processing time
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

- Define when knowledge transfer is required, which would be recommended when a staff member assigned to review or process an application will be away for two or more weeks (such as for vacation, parental leave etc.) or are no longer in their current role (e.g. due to a transfer, departure or retirement)
- Develop a checklist for knowledge transfer for staff to use when this scenario is triggered, which would include activities such as:
  - Initiating the knowledge transfer process far enough in advance of leaving
  - Determining who will assume **and progress** the file in their absence
  - Ensuring the most recent action on the file has been documented and what the next, immediate action or two required is while in their absence (either by them or the applicant)
  - Sharing that file/application information with the person covering in their absence or assuming their work indefinitely and **being available to answer any questions before leaving**
  - **Notifying** the applicant, not only through an out-of-office auto reply message, but via email or phone depending on the nature of the file/application (consider complexity, sensitivity and expected level of activity on the file following the person's absence)
- If the staff is returning after a period, **conduct** this process again to bring the returning staff up to speed so the applicant is not frustrated by needing to repeat steps or discussions

## Recommendations & Actions – Director's Office

### Recommendation No. 06



	Departmental Challenge	Business Process
	Root Issue	Enforcement processes are not an area of focus or working as intended
	Recommendation	<b>Clearly assign responsibility for enforcement activities when executing special events and enforcing development permit compliance</b>
	Target Outcome	Reduced liability to RMWB of financial losses and improved safety in the community
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

Enforcing special events on municipal land:

- Have P&D management meet with the team responsible for bylaw enforcement services (which has been moved outside of the Department and includes Bylaw Officers) and discuss the desired approach to enforcing special events on municipal land
- Consistently utilize a standard contract (reviewed by Legal Services) that describes the responsibility of the applicant and RMWB (include terms that address who is responsible for cleaning the site, ensuring site infrastructure is returned to the same/better state than before the event, to whose satisfaction these term will be enforced by and within what timeframes (ensure alignment with Parks)
- This contractual agreement may be drafted in such a way that makes any and all damages occurred, to either a municipal property or to a municipal asset, the responsibility of the applicant
- Following the event, a Bylaw Officer could be assigned to assess the property within 12 hours of the special event's end time and report back to planning and development; for certain events, a Bylaw Officer may need to work in tandem with other RMWB employees who have skill sets better suited to assess the damage of a particular event (e.g., a Park Supervisor)
- Implementation of a practice of accepting security damage deposits for events over a determined size or dollar threshold could also be used to incentivize compliance with contract terms
- All requirements for a special event permit (including a formal agreement of responsibility and a security deposit) should be listed on the standalone event permit web page







Enforcing development permit compliance:

- Have the person assigned to own enforcement processes within P&D provide a periodic report of active, high risk developments (determined based on an objective criteria) with a randomly selected number of sites for the Supervisor, Field Inspections to work into their schedule, where possible (or with the help of the Scheduling Clerks)
- Where a Bylaw Officer or Fire Inspector identifies what appears to be an unsafe or non-compl

## Recommendations & Actions – Director’s Office

### Recommendation No. 07



	Departmental Challenge	Policy
	Root Issue	Internal departments are not authorized to pay for permit applications using their procurement cards
	Recommendation	<b>Change the policy, waive the fee or provide a designated procurement card to be used for permit applications related to municipal-led projects</b>
	Target Outcome	Minimize barriers and delays to municipality-led construction projects
	Responsible	Planning & Development Director's Office
	Timeline	Year 1

### Action Items

- Investigate with Finance why procurement cards cannot be used to pay for permit applications; if it is a matter of tracking inter-departmental expenditures, have these expenses categorized and flagged appropriately when staff submit their expense reports to Finance for approval or dedicate one specific P-card for use by all staff ONLY for the purposes of submitting permit applications
- If the Policy cannot be over-come, investigate how Clerks currently “waive fees” under certain circumstances (such as by manually advancing a workflow or issuing) and seek approval to take that approach going forward

## Recommendations & Actions – Director’s Office

### Recommendation No. 08



	Departmental Challenge	Policy
	Root Issue	Insufficient resources exist to drive effective policy development and implementation
	Recommendation	<p><b>Take stock of existing “policy” gaps and bring on a resource to augment their future development as part of the continuous improvement program</b></p> <p><b>(where “policy” in this context can be taken to mean any document used by P&amp;D to guide how services/processes are delivered)</b></p>
	Target Outcome	Clearer management guidance, updated SOPs and business effectiveness
	Responsible	Planning & Development Director's Office
	Timeline	Year 1

### Action Items

- Organize all bylaws, policies/management guidance, standard operating procedures, and business process maps relevant to P&D into the shared drive in a location accessible to all P&D staff
- Create an Excel inventory of these documents, noting which role within P&D is the knowledge owner/subject matter expert of the document’s topic matter (or assigning one), when the document was last reviewed, and who the approver is of any changes to the document
- Consider the “policy” hierarchy of approvers for these knowledge assets:
  - For Bylaws, it may be Council
  - For department-specific policies/management directives, it may be the Director, P&D
  - For Standard Operating Procedures (SOPs), it would be the respective Branch Manager
  - For business processes, it would be the Process Owner
- Identify where there are gaps in this hierarchy for key functions/services delivered by P&D
- Consider hiring a summer student to work as a policy analyst in researching and drafting this content
- When policies are formally approved, track the approval and issue communications to impacted stakeholders at the appropriate levels within the organization

## Recommendations & Actions – Director's Office

### Recommendation No. 09



	Departmental Challenge	Policy
	Root Issue	The fee schedule is highly complex and inflexible
	Recommendation	<b>Simplify the fee schedule as part of the Land Use Bylaw approval, while also providing guidance on the website</b>
	Target Outcome	Better understanding by stakeholders of the current fee schedule leading to fewer refunds issued from inaccurate applications, resulting in a better customer experience
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

- Given the desire to understand fees upfront and in advance of application submission (without needing to book a pre-application meeting), there is value in approving a new, more simplified fee schedule (e.g. fewer fee categories)
- The simplified fee schedule which was developed in 2021 should be revisited at the same time the new, work-in-progress Land Use Bylaw is brought to Council
- Two fee schedule changes currently proposed for implementation which would improve the schedule is the elimination of the file search fee and latitude to pro-rate annual sign permit fees
- In the interim, on each Development and Building Permit type page of the website, fee guidance (which in some cases depends on calculations by square footage) should be included, which will help residents, business and developers anticipate costs



## Recommendations & Actions – Director's Office

### Recommendation No. 10



	Departmental Challenge	External Communications
	Root Issue	The fee schedule is highly complex and inflexible
	Recommendation	<b>Simplify the fee schedule as part of the Land Use Bylaw approval, while also providing guidance on the website</b>
	Target Outcome	Better understanding by stakeholders of the current fee schedule leading to fewer refunds issued from inaccurate applications, resulting in a better customer experience
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items


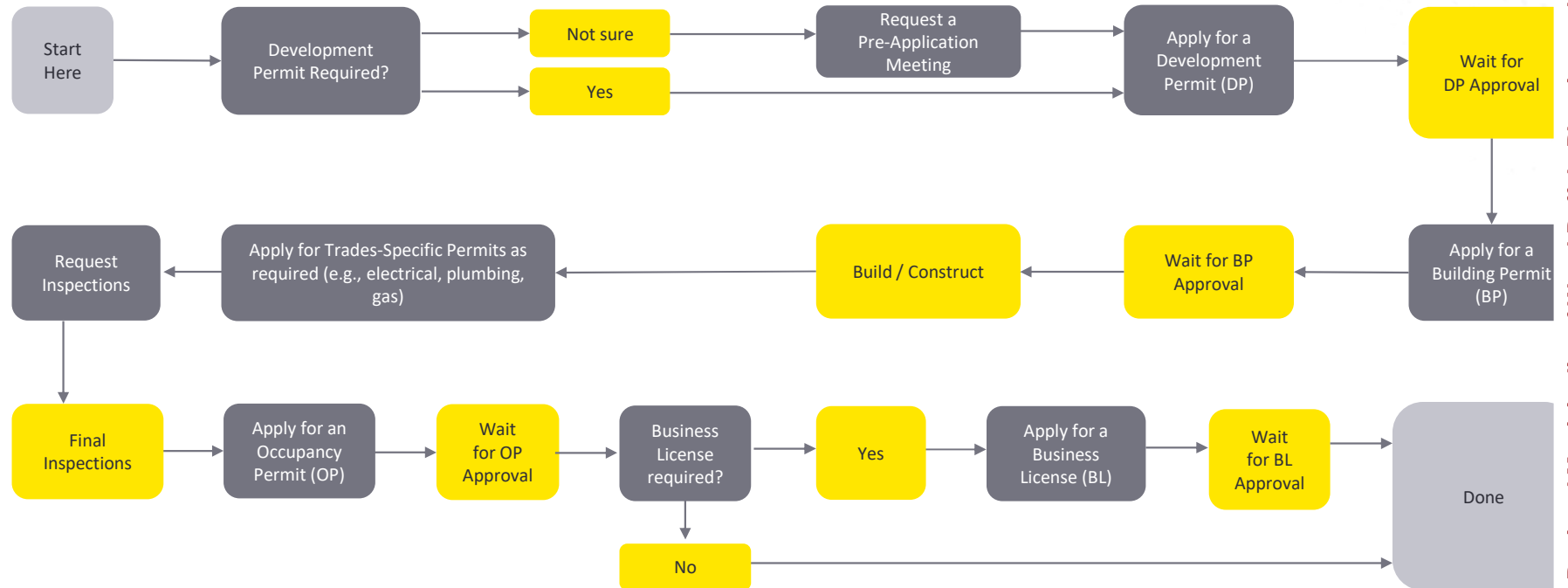
- Create a visual overview, simple enough to show in one frame, of core processes and what services an applicant may typically encounter, such as:
  - First learn about what types of activities require a permit (i.e. their starting point in the process) by reviewing content on the website; if they are unsure, they can book a pre-application meeting
  - From there, they may apply for a Development Permit to confirm what they plan to do to their property will conform with the rules set out under the Land Use Bylaw
  - Once their Development Permit application is approved, they may apply for a Building Permit
  - Once the Building Permit is approved, they can begin to build based on their plans and request inspections at key points in the building process to ensure the structure meets the Safety Code Act
  - During the building process, certain Trades-specific Permits may be needed, which require specialized knowledge, such as electrical, plumbing or gas for example; work related to each trade will require the applicant submit a permit
  - When the building process is near completion and all trades-specific permits are closed, the applicant will apply for partial, conditional or full Occupancy Permit
  - The applicant will then call to book a final building and occupancy inspection, which if approved (and for full Occupancy Permit), will close the Building Permit and result in the issuance of an Occupancy Permit
  - If an applicant plans to operate a business on the property, they can apply for a business license once the Occupancy Permit is received; the business license will need to be renewed over time
- Post this overview on the main “landing” page for Planning and Development; consider making the visual overview interactive and clickable to corresponding web pages

## Sample visual overview of a typical “end to end” process map

SAMPLE

Please note the below map is intended to serve as a sample to help the RMWB visualize recommendation EC-1; additional steps and decision points may be required to ensure accuracy

Legend

 Clickable Web Page




## Recommendations & Actions – Director's Office

### Recommendation No. 11



	Departmental Challenge	External Communications
	Root Issue	The mandate and services offered by each department are not clearly specified on the website
	Recommendation	<b>Provide an overview of P&amp;D services on the main “landing page” for Planning and Development</b>
	Target Outcome	Fewer inquiries about P&D services and improved customer experience
	Responsible	Planning & Development Director's Office
	Timeline	Year 1

### Action Items

- Provide an overview of the services offered by the Planning & Development department that connects existing pages and recommended new pages (such as the Development Permit Types page previously described); bring the general content orphaned here to the new main page
- Specifically ensure P&D services that are not currently described anywhere on the website are noted and linked from the main page, such as property file records searches and submission of applications for compliance certificates or variances
- Below is an overview of services which can be used to inform a website design

Overview of P&D Services Offered					
1. Learn	2. Plan	3. Build	4. Occupy	5. Operate	6. Maintain
<ul style="list-style-type: none"> <li>• View the Land Use Bylaw</li> <li>• Request a Bylaw or Plan Amendment</li> <li>• Appeal a Decision</li> <li>• Explore Development Activity</li> <li>• Access the Municipal Land Inventory</li> <li>• Request Property Records</li> <li>• Book Municipal Advertising Space</li> <li>• Book Municipal Event Space</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for a Development Permit</li> <li>• Inquire about a Change of Use Exemption</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for a Building Permit</li> <li>• Apply for a Trades-specific Permit</li> <li>• Apply for a Water Meter Permit</li> <li>• Request to Book an Inspection</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for an Occupancy Permit (partial, conditional or full)</li> </ul>	<ul style="list-style-type: none"> <li>• Apply for a Business License</li> <li>• Renew a Business License</li> </ul>	<ul style="list-style-type: none"> <li>• Request a Compliance Certificate</li> <li>• Apply for a Variance</li> <li>• Understand How Enforcement Works</li> </ul>

- There would also be value in adding PULSE contact information on each webpage P&D is an “owner” of
- Remove direct department or team contact information from website pages where it exists and replace or add contact information for PULSE as well as guidance on what to note as the topic of the inquiry (e.g. if the webpage content relates to property file records search, recommend that be indicated as the topic of their inquiry for a faster response and resolution time)
- Also provide PULSE with guidance on what the general process is, so they are better equipped to answer questions

## Recommendations & Actions – Director’s Office

### Recommendation No. 12



	Departmental Challenge	External Communications
	Root Issue	At the time of permit application submission and fee payment, applicants are not reminded they must wait for approval
	Recommendation	<b>Embed process information in permit conditions and application submission processes</b>
	Target Outcome	Fewer “abandoned” permit applications, reduced backlog and increased compliance
	Responsible	Planning & Development Director's Office
	Timeline	Year 1

### Action Items

- Following the submission of a permit application (of any kind) in E-Permitting, configure an on-screen notification or add it to the system generated email (that is sent to the applicant) that they must wait for approval before proceeding to develop or build
- Add a processing timeline to the standalone web page for each category of Development Permit and Safety Codes permit
  - Development Permit categories: Residential (single submission), Residential, Commercial, Industrial, Institutional, Demolition, Sign, Special Event (Private Land), Variance, and Subdivision (includes Condominium, Development Agreement and Subdivision)
  - Safety Codes permit categories: Building Permits, Electrical, Gas, Gas Appliance Vent, Electrical (includes Annual Electrical Permit), Plumbing, Private Sewage, Service Connection and Occupancy Permit

## Recommendations & Actions – Director's Office

### Recommendation No. 13



	Departmental Challenge	External Communications
	Root Issue	There is an absence of a communications strategy and plan for driving key messages and change external to P&D
	Recommendation	<b>Work with Communications and Engagement to strategize and plan how to deliver messages and updates on P&amp;D process changes to external stakeholders</b>
	Target Outcome	Build stakeholder awareness of process changes and their confidence in P&D's ability to deliver better customer service.
	Responsible	Planning & Development Director's Office
	Timeline	Year 3

### Action Items

- Hold a joint planning session with P&D and Communications to strategize and plan how key changes implemented by this project will be disseminated to external stakeholder groups identified and analyzed in the Stakeholder Engagement and Communications Plan
- Consider one or more of the following tactics and channels when compiling that plan:
  - A monthly email update from the Director of Planning & Development or quarterly newsletter distributed to key external stakeholders groups such as: FMREB / Real Estate Agencies, the Chamber of Commerce, NAABA, BILD Wood Buffalo, FMWBEDT, FMCA, FMCC, and Indigenous Communities such as McMurray Métis
  - A monthly educational series led by staff to educate colleagues on important policies, business processes, or procedures; require sign off on the presentation by management
  - Provide approved updates to Communications for incorporation into existing communications calendars for social media and other municipality controlled channels
  - Consider a virtual open house format, that provides not only a presentation of key changes, but possibly also: a virtual fireside chat (where a host asks questions to staff from different roles in P&D or from the different branches to speak to certain changes in a casual format), a how-to animated video is shared (e.g. such as on how to submit a site plan) as a preview of more videos to come, break-out sessions on key topics are offered, and collateral provided
- Ensure the plan includes feedback mechanisms that can be sustained over time

## Recommendations & Actions – Director's Office

### Recommendation No. 14



### Action Items

	Departmental Challenge	External Communications
	Root Issue	The application process for a Boulevard Crossing Permit Application is not universally understood
	Recommendation	<b>Add a purpose description to the Boulevard Crossing Permit Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Planning & Development Director's Office
	Timeline	Year 1
	Checklist Currently Exists?	No








- Consider adding a purpose description to the [Boulevard Crossing Permit Application](#) form (e.g. Seek approval to use, develop or build a structure on a municipality owned boulevard)
- Consider adding the following information to the application form: a description of the permit and when an applicant is required to apply

## Recommendations & Actions – Director's Office

### Recommendation No. 15



### Action Items

	Departmental Challenge	External Communications
	Root Issue	The process for a Notice of Appeal application is not universally understood
	Recommendation	<b>Add a purpose description to the Notice of Appeal application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Planning & Development Director's Office
	Timeline	Year 1
	Checklist Currently Exists?	N/A

- Consider adding a purpose description to the [Notice of Appeal](#) application form (e.g. An application used to file an appeal to the Subdivision and Development Appeal Board)
- On the Permitting and Resources page, the Notice of Appeal application presently links to the pre-application requirements for development permits schedule; modify this such that the Notice of Appeal application links to the appeals application



## Recommendations & Actions – Director's Office

### Recommendation No. 16



	Departmental Challenge	Forms and Checklists
	Root Issue	The permit “pick-list” in E-permitting is lengthy, outdated and does not clearly map to a set of permit types on the website
	Recommendation	<b>Eliminate obsolete permit types; group remaining permits by category in E-Permitting and align those groupings to website content and application processes</b>
	Target Outcome	Permit applicants can easily read about what permit they require and why on the website and intuitively find and apply for that permit in E-Permitting
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

- Work with the Development Permit and Building Permit process owners to review the Accela development permit pick-list (under Planning/Engineering tab) and Safety Codes permit pick-list (under the Building tab) to eliminate permits no longer in use or not understood and group them in a more intuitive manner, as opposed to alphabetically; engage with key external stakeholders for feedback on any proposed new changes
- More specifically, for Development Permit types:
  - Group types by the following categories: Residential (single submission), Residential, Commercial, Industrial, Institutional, Demolition, Sign, Special Event (Private Land), Variance, and Subdivision (include Condominium, Development Agreement and Subdivision); explain the categories where needed
  - Move the Water Meter Permit to the Building tab
  - Delete the “Shared Occupancy with Existing Business” and “Visiting Students Supervised Housing Unit” development permits that are not used
- More specifically, for Safety Code Permit types:
  - Group types by the following categories: Building Permits, Electrical, Gas, Gas Appliance Vent, Electrical (includes Annual Electrical Permit), Plumbing, Private Sewage, Service Connection and Occupancy Permit
- Follow this up by re-organizing the content on the website: from the Development and Planning main “landing page”, refer people to a specific Development Permit types page (similar to the Safety Codes permit page) which has buttons for each category of Development Permit with a description of what each underlying permit type is, its purpose (include citing any relevant legislation), when it is needed and its requirements; and put checklists and any guidance documentation with each permit type
- Add a button for Service Connection on the Safety Codes permit page, fix the description of the Occupancy Permit (and describe partial, conditional and temporary occupancy) and ensure all these permit types have the same structured description as described for Development Permits above

## Recommendations & Actions – Director's Office

### Recommendation No. 17



	Departmental Challenge	Governance
	Root Issue	Information management protocols and responsibilities are unclear across CDP and SC
	Recommendation	<b>Review retention and disposition schedule(s) for P&amp;D and use a simple rule of thumb to assign/manage filing duties</b>
	Target Outcome	Staff understand information management protocols and their related duties
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

- Obtain the latest retention and disposition schedule applicable to P&D and its information assets (e.g., development permit approvals, agreements, compliance certificates, maps, file correspondence) and review it with staff to understand how long certain documents need to be kept before they are archived or destroyed
- Provide a definition of what constitutes transitory documentation (note: typically this includes documents with no historical, financial, legal or business value, such as copies of documents or certain types of correspondence), which should be destroyed/deleted on an ongoing basis
- Using the business process flows as reference material, consider a simple rule of thumb for assigning responsibility:
  - For filing information assets: the individual who is the “owner” of a file or primary role delivering the core analysis (such as the Planner reviewing a development permit or Building Safety Codes Officer reviewing a deck application)
  - For checking information assets are filed: the person who performs the last step in the process, often for the purposes of closing the file and associated workflow (such as the CDP Permitting & Licensing Clerk closing a business license file or a SC Permitting & Licensing Clerk closing an occupancy permit file)
  - For any other staff assigned to support or provide direction on a file, communicate that the responsibility for filing related assets remains with the primary role delivering the core analysis, but the accountability for ensuring it gets done, rests with the supervisor/manager
- If the above rule of thumb is adopted, Supervisors and Managers not assigned as the “owner” of a file would need to periodically request feedback from those assigned to check information assets have been filed to confirm these duties are being satisfactorily fulfilled



## Recommendations & Actions – Director’s Office

### Recommendation No. 18



	Departmental Challenge	Governance
	Root Issue	There is no governance mechanism to prevent “organic” changes to business processes and formalize changes
	Recommendation	<b>Establish a Management of Change process that addresses governance for future changes</b>
	Target Outcome	Fewer "organic" and more formalized changes to business processes and hence increased compliance to said processes
	Responsible	Planning & Development Director's Office
	Timeline	Year 1

### Action Items

Note: For additional details on how the management of change process can work, please see the Continuous improvement plan - Process of managing change (Section 6)

- A Management of Change (MOC) policy or procedure would outline a systematic approach to considering and approving process changes and help ensure effective control and governance is in place.
- All proposed process changes would be reviewed and approved by appropriate levels of management
- In addition delivering messages and updates on P&D process changes to external stakeholders, an MOC process would give structure to identifying internal and external stakeholders impacted by approved changes and communicating updates in a timely manner

## Recommendations & Actions – Director's Office

### Recommendation No. 19



	Departmental Challenge	Organizational Design
	Root Issue	Communication of a decision rationale and actions required is not a formal responsibility of all front-line roles
	Recommendation	<b>Require rationale, options/solutions (if applicable) and references on Site Inspection Reports and Information Requests by revising the site inspection report template</b>
	Target Outcome	Improved customer service and satisfaction levels
	Responsible	Planning & Development Director's Office
	Timeline	Year 1

### Action Items

Related to the Inspections Process:

- Increase consistency among Inspectors (e.g. "true or fact" vs. "interpreted or opinion" code) by revising the Site Inspection Report template to include fields that Inspectors are required to populate, which include decision rationale, applicable specific sections of the Code, options/alternative approaches for consideration to address the deficiency, and a checkbox with a comment line acknowledging the cost (order of magnitude only and not actual dollar value)
- Have Legal review these revisions to ensure liability is not being introduced through template revisions
- Improve communication and transparency with applicants around inspector availability and scheduling
- Implement a complaint or escalation mechanism for applicants not understanding or disagreeing with an inspection finding
- Consider implementing a policy that requires consistency in the Safety Codes officer assigned to perform follow-up inspections on a single permit application

Related to the Permitting Process for both Community Development Planning and Safety Codes:

- Implement a standard practice of only sending information requests that include rationale for why the information is needed (i.e. to address a specific requirement) and why it is being asked for at that particular stage in the process

## Recommendations & Actions – Director’s Office

### Recommendation No. 20



	Departmental Challenge	Organizational Design
	Root Issue	Community Development Planning and Land Administration’s mandates are inherently in conflict
	Recommendation	<b>Articulate the mandate and objectives of each branch to bring clarity to differences</b>
	Target Outcome	Improved communication, coordination and understanding of the objectives and framework by which each branch operates within, which will translate to better customer service
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

- In alignment with the SOPs, develop a strategy for Land Sale processes involving commercial and industrial land
- Articulate the mandate of each branch on the website, ensuring any current definitions used are refreshed and titled (e.g. the Safety Codes Mandate [here](#), the Community Development Planning Mandate could be put [here](#), and the Land Administration mandate could be added to the description [here](#), as in most jurisdictions, Land Admin does not ‘advertise’ its services, as it is used more as an enabling function to customer-facing services)

## Recommendations & Actions – Director’s Office

### Recommendation No. 21



	Departmental Challenge	Organizational Design
	Root Issue	Resourcing constraints exist and it is difficult to fill vacant positions
	Recommendation	<b>Engage HR to discuss resource constraints and review RMWB employee retention policies</b>
	Target Outcome	Fewer resource constraints and improved employee retention
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

- Working with HR as business partner in tackling these issues may help identify systemic or root causes and provide insight or a business approach to improving resourcing concerns and constraints

## Recommendations & Actions – Director's Office

### Recommendation No. 22



	Departmental Challenge	Information Management
	Root Issue	Accela does not effectively enforce quality and integrity of data entered
	Recommendation	<b>Make strategic, targeted changes to Accela configuration to enforce data quality and consistency by further understanding which fields require their frequent manual clean-up</b>
	Target Outcome	Less time spent by Clerks manually cleansing data to achieve consistent formats
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

- Discuss with Clerks from CDP and Safety Codes which application fields frequently require their intervention for manual clean up and re-formatting; provide this list, in priority order, to the Accela consultant to investigate if these fields can be re-designed (for go-forward workflows) to enforce a desired data format and what the effort estimate would be to make these improvements
- Weigh the cost and value of implementing configuration improvements (i.e., productivity gains) to determine which changes are worth making



## Recommendations & Actions – Director's Office

### Recommendation No. 23



	Departmental Challenge	Information Management
	Root Issue	Lack of a data strategy driving quality, availability, accessibility and usability of data
	Recommendation	<b>Develop a data strategy that defines how P&amp;D will improve how it acquires, stores, manages, shares and uses data</b>
	Target Outcome	A clear understanding of how P&D can get the most out of its data assets, especially for reporting on performance measures for continuous improvement purposes
	Responsible	Planning & Development Director's Office
	Timeline	Year 3

### Action Items

- For P&D to enhance its reporting capabilities, the development of a data strategy will be a valuable prerequisite, as it will define:
  - What data does P&D acquire? – E.g. construction value (of development permits)
  - Where does P&D store its data? – E.g. in Accela data tables/data bases, a Property File in the Shared Drive, in offsite storage, in paper files onsite, or OpenText file repository
  - How is data provisioned? – E.g. Is it a request to IT for a system export? Or live data feed to Power BI? Or request for records from offsite storage?
  - Once provisioned, how is this data transformed and cleansed into a “ready to use” format?
  - How is data governed using information management policies and usage agreements?
- It is recommended the CDP Socioeconomics team, CDP Records Management team and IT work to develop data strategy that provides answers to the above questions, and with approval from the P&D Director, this strategy be implemented to enable reporting and continuous improvement (i.e. performance measurement functions)



## Recommendations & Actions – Director's Office

### Recommendation No. 24



	Departmental Challenge	Information Management
	Root Issue	Property file information is spread across multiple systems, drives and facilities
	Recommendation	<b>Bring property file information into one information management system</b>
	Target Outcome	A plan for how P&D can transition from fragmented property file information to a centralized, organized, access-managed, searchable records management system
	Responsible	Planning & Development Director's Office
	Timeline	Year 3







### Action Items

- It is recommended that P&D develop a roadmap for moving from CDP and SC use of Shared Drives to store property file information to using OpenText content suite, currently in use by Land Administration, which is based on the following considerations:
  - As observed through the current state assessment, Land Administration has enjoyed effective use of OpenText to date with the exception of not benefiting from some basic configuration of metadata enforcement, reporting/querying and permissions management
  - The organization-wide direction appears to favour a move towards using OpenText as the enterprise document repository and records management solution
  - If basic configuration of OpenText can be completed, its records management module can be switched on, which would automate archiving and disposition, reducing Records Management (RM) effort over time
  - Property files contain public information assets and minimal sensitive information, making them lower risk for transition to OpenText than documents of a more sensitive nature
  - Either Accela or a new system could be configured to directly store data in OpenText
- With leadership from the business and consultation with Land Administration staff, IT, CDP, RM and corporate RM, a roadmap for what could be transitioned first and at what cost (consider software licenses, one-time implementation/configuration costs, and ongoing system maintenance costs) can be developed; it is recommended P&D access a third-party for subject matter guidance (ideally a certified official partner of OpenText or consultant certified by OpenText in Content Suite 16 or higher)

## Recommendations & Actions – Director's Office

### Recommendation No. 25



	Departmental Challenge	Technology and Assets
	Root Issue	Accela is not configured to allow permit types and basic fields to be corrected post-submission
	Recommendation	<b>Consider investing in configuration changes, while taking a preventative approach</b>
	Target Outcome	Reconfiguring Accela to allow corrections on development permit applications is likely to minimize the number of refunds and resubmissions required by applicants, points of frustration, and delays
	Responsible	Planning & Development Director's Office
	Timeline	Year 1







### Action Items

- Configure Accela to authorize Clerks from CDP and Safety Codes to edit permit types and basic fields on behalf of an applicant post-submission

## Recommendations & Actions – Director’s Office

### Recommendation No. 26



	Departmental Challenge	Technology and Assets
	Root Issue	There is a lack of resources to maintain software and hardware technology assets
	Recommendation	<b>Perform software and hardware rationalization assessments to determine if efficiencies can be realized</b>
	Target Outcome	Better aligning resources to address issues identified in software and hardware technology assets
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

- Review existing budgets to assess whether existing funds can be more strategically focused to address particular issues identified by staff/employees, including items such as: customizing tools in alignment with software updates; usability of the mobile Accela application on inspector tablets; a reliable high volume scanner; procurement of a software to process design renderings, etc.

## Recommendations & Actions – Director’s Office

### Recommendation No. 27



	Departmental Challenge	Metrics and Reporting
	Root Issue	Frequent changes to the circulation list and delays in actioning feedback is slowing the application review process
	Recommendation	<b>Actively manage the circulation lists and action feedback as it is received</b>
	Target Outcome	Increased reliability of Accela circulations over time and quicker resolution of feedback by applicants by sharing it in real-time with them as it comes in, when possible
	Responsible	Planning & Development Director's Office
	Timeline	Year 3

### Action Items

- Whomever is assigned as system administrator for Accela needs to monitor for bounce-backs (system generated notices of undeliverable mail) and immediately notify whoever is assigned to manage the circulation list within P&D
- If possible, assign someone from each branch who will be the official “owner” of the master circulation list for their branch, as it is configured in Accela, and have them notified by the system if a circulation goes undeliverable (and have them follow up for the new email/contact)
- Transition over time to requiring only general or shared inbox emails for stakeholders/entities on each circulation list, so there is low likelihood of future bounce-backs
- As feedback is received from stakeholders, advise the applicant of any actions required from them, while ensuring they are aware that feedback is still outstanding (only applicable if the feedback is “stand-alone” and not dependent on other stakeholder feedback yet to be received)

## Recommendations & Actions – Director's Office

### Recommendation No. 28



	Departmental Challenge	Technology and Assets
	Root Issue	E-permitting does not effectively prevent the submission of incomplete applications
	Recommendation	<b>Enforce a minimum one attachment business rule (as starting point) for all development and building applications submitted through E-Permitting</b>
	Target Outcome	Reduced application processing time and internal efficiency
	Responsible	Planning & Development Director's Office
	Timeline	Year 1

### Action Items

- On any E-Permitting application page that solicits attachments, configure Accela to apply a business rule that prevents the user from progressing to the next page without first uploading a minimum of one attachment
- If the applicant tries to proceed to the next page without uploading at least one attachment, issue an error in red writing that reminds applicants their application cannot be submitted until the documents specified in the checklist relevant to their application (provide a link to the checklist on the website if possible) have been added
- Consult Accela consultants for an estimated cost/effort of making this configuration change



## Recommendations & Actions – Director's Office

### Recommendation No. 29



	Departmental Challenge	Metrics and Reporting
	Root Issue	Reports are not configured and require manual compilation
	Recommendation	<b>Increase access to Accela data tables to establish live data feeds to standard reports in Power BI (a data visualization tool)</b>
	Target Outcome	Improved ease of measurement and reporting
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

- Consider use of the existing Civic Insights tool to publish data reports (e.g. total number of permits, number of permits in process, number of permits per year, etc) to the RMWB website while simultaneously planning for an open-data strategy (i.e. a strategy that enables users to manipulate data and extract a larger amount of information)
- To prepare for an open-data strategy, and to ensure data quality and culture, consider assigning resources (e.g. Planners) to cleanse existing data in Accela (e.g. close outdated permits and ensure reports do not capture obsolete information)
- While the Socio-economics team has recently gained access to Accela data tables, access to PowerBI could be extended to additional resources as deemed appropriate
- Consider using priority process performance measures (examples of which have been outlined in the Continuous Improvement Plan section of this report) as metrics used to drive reports



## Recommendations & Actions – Director’s Office

### Recommendation No. 30



	Departmental Challenge	Metrics and Reporting
	Root Issue	Few customer service metrics and process controls exist to measure business effectiveness
	Recommendation	<b>Have P&amp;D leadership team agree on priority business goals and underlying performance measures</b>
	Target Outcome	Improved measurement of business effectiveness to drive continuous improvement
	Responsible	Planning & Development Director's Office
	Timeline	Year 3







### Action Items

- In alignment with input collected from P&D leadership, determine which process performance measures are of priority given the four goals outlined below and in the Continuous Improvement Plan section of this report:
  - Goal #1: Be an enabler of economic activity
  - Goal #2: Provide exceptional customer service
  - Goal #3: Streamline steps and processes within P&D
  - Goal #4: Increase stakeholder confidence in the Department
- Attribute a minimum of one performance measure to each business goal and assign a resource responsible for designing, tracking and reporting on each respective performance measure

## Recommendations & Actions – Director's Office

### Recommendation No. 31



	Departmental Challenge	Technology and Assets
	Root Issue	E-Permitting is not intuitive or user-friendly in some aspects
	Recommendation	<b>Make targeted improvements to configuration, while exploring procurement of a new permitting solution</b>
	Target Outcome	Incremental improvements to user experience while planning for the long term
	Responsible	Planning & Development Director's Office
	Timeline	Year 1

### Action Items

- Add a search or sort function within E-Permitting, which would allow users to more quickly find the permit they are looking for, instead of needing to scroll through multiple pages
- Make the Apply for Permit “button” look more like a button, such as by centering the text in its container, increasing the font size, rounding the corners and applying a medium blue border around the entire button so it does not look like a heading

Home Building **Planning/Engineering** Business Licensing







Apply for a Permit

- Add a legend or link to a legend for what the various workflow statuses mean
- While pursuing these interim, targeted improvements to user experience design, begin the process of exploring solutions for procurement which would inform an RFP process

## Recommendations & Actions – Director’s Office

### Recommendation No. 32



	Departmental Challenge	Technology and Assets
	Root Issue	OpenText was not configured to function effectively as a records management system
	Recommendation	<b>Make key configurations to OpenText to harness its full potential as a records management system</b>
	Target Outcome	Improved records management functions using OpenText
	Responsible	Planning & Development Director's Office
	Timeline	Year 2

### Action Items

- OpenText software is used by Land Administration (LA) to store and manage agreements related to property files, but is not implemented for use by other branches within P&D or across all departments LA may collaborate with
- Solicit a certified OpenText consultant to configure the system to enforce minimum metadata that can be used to easily query the system and develop reports; enable metadata inheritance from parent folders, as part of this exercise
- Configure the records management module of OpenText to automate disposition and retention activities, to reduce records management workload over time
- Consider the cost and benefits of using OpenText and a master property file in OpenText as the repository by which Accela or a new permitting/licensing solution stores, organizes and tags (with metadata) active and/or completed files

## 5.2

### RECOMMENDATIONS AND ACTIONS

#### Community Development Planning





# Recommendations & Actions

## Community Development Planning

### Recommendation No. 33



	Departmental Challenge	Business Process
	Root Issue	Conditions added to development permits for as-built grading certificates issued between 2016-2017 were not time-bound
	Recommendation	<b>Identify the properties impacted by as-built grading certificates issued between 2016-2017 that were not time-bound, proactively notify these owners, and offer a one-year grace period</b>
	Target Outcome	This will improve future customer satisfaction when these owners obtain a Real Property Report and Compliance Certificate, which will show their lot grading is compliant
	Responsible	Community Development Planning
	Timeline	Year 2

### Action Items







- Assign a Planner to identify these impacted properties which are missing as-built grading certificates, create a list of those to be contacted, and identify any funds / partnerships that could be leveraged (such as with a third-party surveyor) to minimize the financial burden on owners
- Work with Legal and Communications to draft a letter to notify these property owners, outlining why they are being contacted, why they require these certificates, how it will benefit them to come into compliance, what the grace period is, guidance on how/who to obtain one from, and how P&D will make the administrative process easy and painless; determine internally how enforcement will be handled for those who do not comply in time

## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 34



	Departmental Challenge	Business Process
	Root Issue	In some scenarios the requirement to have two separate permits (development permit and building permit) can be streamlined into one
	Recommendation	<b>Re-engineer the Development Permit process</b>
	Target Outcome	A reduction in the number of inquiries submitted to staff, the number of incorrect or incomplete application submissions, and in processing time; improved customer service
	Responsible	Community Development Planning
	Timeline	Year 1

#### Action Items

Note: The purpose of this recommendation is to summarize proposed changes to the Development Permit process; action items outlined below may correspond with additional root issues identified in this report.

- Provide applicants with information on the different Development Permit types and their requirements (e.g. detail on the website explaining permit groups/types, application requirements and processing steps; external and internal checklists specific to permit types; etc.)
- To make E-Permitting more intuitive to navigate, group Development Permits by "permit type" and clarify the process to mirror permit groupings (e.g., Residential, Industrial, Commercial, etc.) on the website
- Eliminate "double" submission processes for residents seeking to pursue simple development projects, which is proven to work effectively in other jurisdictions
- Create a "single application" submission (and workflow) for more straightforward, low risk, high volume residential permits (e.g., such as for Decks, Accessory Structures, Single Detached Dwellings and Manufactured Homes) under the Building tab in E-Permitting; continue to require both review by a Planner from CDP and Building Safety Codes Officer from SC; consider how the Development Permit appeal process would be communicated in the context of a Building Permit issuance

Continued on next page



# Recommendations & Actions

## Community Development Planning

### Recommendation No. 34

(contd)



	Departmental Challenge	Business Process
	Root Issue	In some scenarios the requirement to have two separate permits (development permit and building permit) can be streamlined into one
	Recommendation	<b>Re-engineer the Development Permit process</b>
	Target Outcome	A reduction in the number of inquiries submitted to staff, the number of incorrect or incomplete application submissions, and in processing time; improved customer service
	Responsible	Community Development Planning
	Timeline	Year 1

### Action Items

Note: The purpose of this recommendation is to summarize proposed changes to the Development Permit process; action items outlined below may correspond with additional root issues identified in this report.


- Review stakeholder lists and circulation periods by DP type and adjust/lower where appropriate based on legislation, experience and level of risk
- Consider having Planners highlight key aspects of a proposal that may require a reviewer's attention prior to circulation
- Institute a standard practice for reminding stakeholders in a circulation notice of how many days are left to provide feedback before the application is progressed to the next step; consider requiring a stakeholder to request an extension to the circulation period in writing if it exceeds a defined threshold (e.g., 3 business days) and notify the applicant of any significant extensions granted
- Circulation periods can be advertised on the website under each development permit type, so applicants are aware of how long they can expect their application to be out for review by relevant stakeholders/entities at a step in the process
- Where feedback received through the circulation notice is not dependent on other feedback (e.g., requirement for a traffic impact assessment), turn that feedback around to the applicant prior to the end of the circulation period
- Improve understanding of Change of Use requirements and process both internally and externally, including describing it as a permit type on the website, why it arises, common triggers of this permit, the requirements and target processing time
- Improve customer service by providing a transparent mechanism for escalation that is orderly and empowers front-line staff
- Implement a mechanism or means to provide an escalation path from a Planner to a Supervisor, and higher if needed, that an applicant can access on their own (and do not allow escalations that "jump" levels

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 35



	Departmental Challenge	Business Process
	Root Issue	Unclear processes related to business licensing
	Recommendation	<b>Re-engineer the Business License process</b>
	Target Outcome	Improve customer service, knowledge and satisfaction with the business licensing process, and clarity and transparency on exemptions
	Responsible	Community Development Planning
	Timeline	Year 1

### Action Items

Note: The purpose of this recommendation is to summarize proposed changes to the Business License process; action items outlined below may correspond with additional root issues identified in this report.







- For the two types/nine categories of Business Licenses, develop a checklist clearly outlining the requirements for applying; these checklists would be used as the basis for updating application forms and guidance on the website, E-Permitting and in guiding application review; re-design process flow map based on permit categories
- Add a process step where a "date-stamped" list of active Business Licenses is posted to the RMWB website under a Business Directory as a feature and benefit of having a valid business license; the list should be actively maintained and posted on a regular basis (e.g., monthly)
- For business types that are exempt from a Business License, provide the criteria for exemption on the website and the list of approved exemptions; this will require the review, completion and continual update of the existing internal Exemption List (Excel spreadsheet dated May 2017)
- Implement a process for enforcing Business Licenses to improve the perception of fairness of business operators in the region, while offering benefits for compliance (e.g., Business Directory), by:
  - Following up via phone/email to business owners of recently expired Business Licenses to inquire about their expiration, explain the benefits of a business license and extend information on business supports/resources if the business is ceasing operations
  - Appointing an enforcement process owner in P&D who is the point of contact for notification of non-compliance from other departments and teams, such as Fire Prevention
  - Pulling a periodic report of recently expired Business Licenses and "auditing" a select number of businesses to have a Development Officer conduct a site visit (audit parameters could be business type, location, etc.)

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 36



	Departmental Challenge	Business Process
	Root Issue	Key steps in the Land Use Bylaw amendment process are being skipped
	Recommendation	<b>When a Land Use Bylaw amendment is approved, ensure internal documentation and systems are fully updated with notification to P&amp;D staff, and assign clear responsibility for these steps</b>
	Target Outcome	Consistent updates to Land Use Bylaw data files and decreased risk of error in future planning and of potential inconsistencies in how the Bylaw is being applied to different properties across RMWB
	Responsible	Community Development Planning
	Timeline	Year 2

### Action Items







- A resource (e.g. the group responsible for Land Use Bylaw amendments) can be assigned responsibility for monitoring approved Bylaw Amendments and actioning updates to files (e.g. SOPs, maps, charts and plans) after Council has approved an amendment
- A resource within the GIS team in the IT department must also be assigned responsibility for making update to geospatial; the GIS team member would be required to send a confirmation email of updates to the GIS data having been actioned
- Over-time and with leadership from Socio-economics, clean-up of these foundational datasets can occur

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 37



	Departmental Challenge	Business Process
	Root Issue	Variance applications are processed separately from development permit applications
	Recommendation	<b>Require approved variances to be linked to the associated development permit in Accela</b>
	Target Outcome	Increased conformance to the Land Use Bylaw in how variances are handled
	Responsible	Community Development Planning
	Timeline	Year 3

### Action Items

- When a variance has been identified, ensure there is a review of the corresponding development permit an if one does not exist, do not approve a variance application in the absence of one
- Investigate if it would be possible to have Accela save in-progress and approved variance applications (workflow data) as a subfolder within a development permit folder

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 38



	Departmental Challenge	Business Process
	Root Issue	Fee collection processes related to Special Event Bookings and Sign Bookings processes are not controlled for risk
	Recommendation	<b>Transition paper booking processes to an online booking and payment app</b>
	Target Outcome	A traceable process for booking and fee collection that is controlled for risk; improved internal controls and efficiency on payment process; enhanced customer service by providing online payment
	Responsible	Community Development Planning
	Timeline	Year 3

### Action Items

- Inquire with RMWB IT, Finance and Communications to understand what functionality exists or could be procured/set-up that would allow for municipal Special Event Bookings and municipal Sign Bookings to be processed through a technology solution; Accela is not recommended for this as it would appear to require significant configuration and could confuse those who use it for permits, whereas an inexpensive out-of-box solution would be preferred
  - Align Special Event Bookings to Park bookings and inspections
- Requests can remain to be submitted in-person when front-counter service resumes; however, this solution should continue to be used to track bookings and payments electronically so there is an audit trail
- Transition from email intake of bookings to PULSE email to align with customer service organizational strategy
- Special Event Bookings
  - Add a 'Monitor for Compliance' process and derive steps for how this can be enforced
- Sign Bookings
  - Consider pro-rated fees based on usage









# Recommendations & Actions

## Community Development Planning

### Recommendation No. 39



	Departmental Challenge	Business Process
	Root Issue	No formal process exists to validate business licensing and renewals
	Recommendation	<b>Implement a process for enforcing Business Licenses and pair enforcement with business enablement activities to provide better customer service</b>
	Target Outcome	Increase in business licensing compliance, the benefits of business licensing are made clearer, and improved perception of objectivity and fairness of business licensing enforcement
	Responsible	Community Development Planning
	Timeline	Year 2

### Action Items

- In the automated email sent to active business license holders when their license is approaching its expiry date, consider including additional details such as the benefits of continuing to hold a business license (e.g. run a legal business operation, supports the development of promotional materials aimed at attracting investment to the Region, provides insights on local business activity, etc.) and repercussions of operating without one (e.g. holds placed on upcoming permits, fines, the issuance of a stop order, etc.)
- In the event a property owner allows their license to expire without contacting RMWB, Permitting and Licensing Clerks could complete a follow up by phone or email to confirm the business owner intended to not renew their license and offer to provide them assistance with the renewal process
- A directory of active businesses could be posted publicly to the business licensing page of the website (such as by developing a report that exports this information and posting it periodically); this could both aid with enforcement, public awareness of approved businesses, and in promoting businesses in the RMWB (see Maple Ridge, as an [example](#))
- Meet with the team responsible for bylaw enforcement services (which has been moved outside of the Department) and discuss the desired approach to enforcing business licenses (among other topics such as development permits, etc.); consider taking a passive approach to enforcing home-based businesses (i.e. in response to bylaw complaints) and an active approach to randomly “auditing” active/recently expired Business Licenses for Commercial, Industrial and Institutional uses (based on a periodic report to be sent to the bylaw enforcement services team)
- Consider alignment with the annual inspection process led by the Regional Emergency Services (RES) Department’s Safety Codes Branch
- Where a business is identified as needing to close, share knowledge/recommendations for where they can access business supports
- A supervisor or manager from CDP should be assigned as the primary liaison with Development Compliance Officers, so there is effective communication



# Recommendations & Actions

## Community Development Planning

### Recommendation No. 40



	Departmental Challenge	Policy
	Root Issue	Business licensing policy directives are not clearly understood
	Recommendation	<b>Formalize management's guidance on Business Licenses</b>
	Target Outcome	Clarity for all internal stakeholders, regardless of role, of why and when a Business License is needed, as well as management's general approach to administering and enforcing them
	Responsible	Community Development Planning
	Timeline	Year 2

### Action Items

- Using the re-engineered Business License process as a guide and ensuring alignment with relevant legislation, bylaws and administrative directives, develop a new, written management guidance for the Business Licensing process
- Refer to any work already completed to develop an overarching Business Licensing Bylaw
- Ensure the new guidance and process addresses which businesses are exempt from requiring a business license, publish this guidance on exemptions on the Business Licensing [page](#) and communicate this as reference/job aid material to Permitting and Licensing Clerks
- Communicate these changes using the process outlined in the Continuous Improvement Plan, and ensure any future changes to this guidance and process undergo a controlled change (versioning and approval) process

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 41



	Departmental Challenge	Policy
	Root Issue	The criteria constituting a “change of use” is not universally understood
	Recommendation	<b>Publish in simple terms on the website what is meant by “change of use”, why a development permit may be needed and what the exemptions are</b>
	Target Outcome	Improved understanding of the Change of Use Permit and fewer inquiries
	Responsible	Community Development Planning
	Timeline	Year 1

### Action Items

- When the Development Permit pages are added and designed, there will be a button to a page describing Change of Use Development Permits
- On this page, it should explain in simple terms that a change in (or an act that is likely to change) how a land or building is used can trigger the requirement for this development permit; it should also note this requirement can also be triggered when occupancy of a commercial, industrial and institutional buildings occurs
- It can explain that whatever use the building or structure changes to must also comply with the permitted and discretionary uses allowed in that Land Use District
- It could provide a description of 2-3 common examples of applicants requiring a change of use permit, and if one is required, an occupancy permit from Safety Codes would also be needed, followed by a Business License if a business is being operated out of the space
- This page could also include information on exemptions, with both a description (in simple terms) of the related Land Use Bylaw Amendment and list of exemptions, as well as the pre-existing web form that allows people to submit inquiries about whether their development qualifies for an exemption

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 42



	Departmental Challenge	Policy
	Root Issue	Low quality site/floor plans and drawings are not refused during the application stage
	Recommendation	<b>Educate staff and applicants on minimum requirements for site plans/drawings and refuse ones that do not meet the requirements</b>
	Target Outcome	Improved customer experience due to less likelihood of encountering unexpected costs arising from details overlooked because of poor quality site plans
	Responsible	Community Development Planning
	Timeline	Year 2

### Action Items

- Create an animated video that overviews **why** a site plan is needed, **how** to develop/obtain a site plan, **what** the minimum requirements are for one (e.g. drawn to scale, includes a legend, etc.), and the benefits to the applicant of meeting these requirements (i.e. faster processing time, lower likelihood of encountering unexpected costs, better project scope management, etc.); use the [existing how-to guide](#) to inform the video storyboard and script
- Post this animated video on the main landing page for Planning and Development as a resource and link to it from any of the specific Development and Safety Codes Permit pages, as nearly all applications require a site plan
- Consider uploading templates of generic site plans to specific Development Permit and Safety Code Permit web pages to be used for decks, signs on private land, etc.
- Consider the use of a geographic information system (e.g., Pictometry) that allows an applicant to upload measurements and make changes directly to the template
- Consider creating a Site Plan checklist that outlines the requirements for obtaining a site plan

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 43



	Departmental Challenge	External Communications
	Root Issue	In the past, multi-tenant buildings did not require unit addresses which now require corrections
	Recommendation	<b>Identify the multi-tenant buildings that did not previously require unit addresses and proactively notify these owners of the need to correct this, offering a two-year grace period and waiving the application fee</b>
	Target Outcome	This will improve future customer satisfaction when these owners participate in the census or obtain future permits because they will not be unexpectedly held up by this requirement
	Responsible	Community Development Planning
	Timeline	Year 3

### Action Items

- Assign a Planner to identify these impacted properties which require unit addressing, create a list of those to be contacted, and identify any funds / partnerships that could be leveraged (such as those who could help cover signage costs required) to minimize the financial burden on owners
- Work with Legal and Communications to draft a letter to notify these property owners, outlining why they are being contacted, why they require unit addressing, how it will benefit them to come into compliance, what the grace period is, guidance on what their new address will be, and how P&D will make the administrative process easy and painless; determine internally how enforcement will be handled for those who do not update their address in time

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 44



	Departmental Challenge	External Communications
	Root Issue	The Land Use Bylaw is not written in a manner easy for the public to comprehend or made easy to interpret
	Recommendation	Ensure the revised Land Use Bylaw is user friendly
	Target Outcome	Easier reference, navigation and interpretation of the Land Use Bylaw by the public
	Responsible	Community Development Planning
	Timeline	Year 2

### Action Items

- Informed by P&D's management and Legal's review of these recommendations, determine which recommendations will be pursued in the short term that will require a material change to the current draft version of the Land Use Bylaw (presented in early 2021 to Council)
- Ensure there is a master glossary of terms in the newly drafted Land Use Bylaw and that in the future, amendments can and will be made directly to the document, as opposed to maintained in separate files
- Hyperlink key terms that redirect readers to specific sections of the Land Use Bylaw
- Work with Communications to develop infographics that help explain complicated sections of the Land Use Bylaw and upload guidance to the RMWB website









# Recommendations & Actions

## Community Development Planning

### Recommendation No. 45



	Departmental Challenge	External Communications
	Root Issue	The impact to home buyers/sellers using title insurance instead of obtaining an RPR is not broadly understood
	Recommendation	<b>Work with the Realtor's Association to develop and publish a home buyer's guidance document on the website</b>
	Target Outcome	A gradual reduction in the use of title insurance and increase in the degree of property compliance across RMWB communities
	Responsible	Community Development Planning
	Timeline	Year 3

### Action Items

- Develop a checklist of documents and permits that a buyer would want to verify on a property
- Include an overview of the difference (benefits and drawbacks or consequences) of opting for title insurance versus obtaining a Real Property Report (RPR) and compliance certificate, and include case studies, compliance certificate and file search process information
- Publish this document on the RMWB website as a resource and promote its use in the community using various communications channels and through the Fort McMurray Real Estate Board










## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 46



	Departmental Challenge	External Communications
	Root Issue	The application process for making a Plan Amendment is not universally understood
	Recommendation	<b>Add a purpose description to the Plan Amendment application form and an overview of this service to the RMWB website</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	<a href="#">Yes</a>

#### Action Items

- Consider adding a purpose description to the [Amendment Application Form](#) (e.g. Request changes to the LUB, Municipal Development Plan and Area Structure Plan)
- To increase an applicant's understanding on where a plan amendment may be useful, consider adding an overview or description of this service to the RMWB website
- Consider referencing the checklist on the application form
- Define a clear process for submitting a Plan Amendment application (e.g. by email or E-Permitting)

## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 47



	Departmental Challenge	External Communications
	Root Issue	The Civic Translator tool is not universally understood
	Recommendation	<b>Add a purpose description to the Civic Address / Legal Description Conversion web page</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	N/A

#### Action Items

- Consider adding a purpose description to the [Civic Address / Legal Description Conversion](#) web page (e.g. Find your legal address, which is a minimum requirement on nearly every application/ request)
- Add a link to the [Permits and Resources](#) web page directing applicants to the Civic Translator
- Work with a resource in the IT Department to secure and encrypt the Civic Address / Legal Description Conversion web page
- Add the following information to the Civic Address / Legal Description Conversion web page: The definition for both 'Civic Address' and 'Legal Address,' a rationale as to why either may be required, and instructions on how to use the Civic Translator tool

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 48



	Departmental Challenge	External Communications
	Root Issue	The Civic Insight tool is not universally understood
	Recommendation	<b>Add a purpose description to the Civic Insight web page</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	N/A

### Action Items

- Consider adding a purpose description to [Civic Insight](#) web page (e.g. Review the status of permits for a specific property within the RMWB) along with a description of the tool's functionality and value
- Working alongside the Socioeconomics team, review and update data on a monthly basis to ensure it is up-to-date
- Reference the Civic Insight tool on relevant web pages of the RMWB website

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 49



	Departmental Challenge	External Communications
	Root Issue	The application process for a Sign Permit is not universally understood
	Recommendation	<b>Create a Sign Permit Application form with a corresponding purpose description</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	<a href="#">Yes</a>

### Action Items








- Create a dedicated application form for Sign Permits and define a clear process for submitting the application
- Consider referencing the [Sign Development Permit Application Checklist](#) on the proposed Sign Permit Application form
- Consider adding a purpose description to the proposed Sign Permit Application form (e.g. Seek approval to put a sign on their property)
- Consider adding the following information to the proposed Sign Permit Application form: when an applicant is required to apply, the application process (including the process following submission), and any applicable fees
- To facilitate an applicant correctly uploading information on a site plan, add a link to the checklist that directs applicants to the “how to draw a site plan” brochure
- To ensure the “Letter of Authorization from Owner” requirement is not overlooked, consider adding this as a separate section on the checklist for applicants who are not registered owners

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 50



	Departmental Challenge	External Communications
	Root Issue	The application process for a Development Permit (General) is not universally understood
	Recommendation	<b>Add a purpose description to the Development Permit Application Form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	Yes

### Action Items

- Consider adding a purpose description to the [Development Permit Application Form](#) (e.g. Seek approval to use or develop either land or a building)
- Define a clear process for submitting the Development Permit Application Form
- Consider adding guidance on how to calculate lot area, building area, and accessory coverage to the Development Permit Application Form
- Consider adding the following information to the Development Permit Application Form and/or on the proposed Development Permit web page: the different types of development permits available, the context in which they are required, any supporting documentation that must be submitted along with the application, and any relevant checklists
- Consider combining development permits and corresponding checklists based on the following observation
 

1. Accessory Structure	10. Home business
2. Decks	11. Manufactured home
3. Basement suite	12. Multi-family development
4. Addition to single-family residential	13. Project accommodation (e.g. camps)
5. Rural area single family residential	14. Stockpiling
6. Boarding house	15. Taiga Nova commercial and industrial
7. Demolition	16. City Centre commercial and industrial
8. First use or change of use	17. Urban, commercial, industrial or institutional
9. New use of an existing commercial or industrial building	18. Sign
- Number 1 and 2 appear duplicative because a deck is a form of accessory structure
- Number 8 and 9 appear to have some overlap
- Number 11 would typically be referred to as a mobile home by the public
- Number 13 may also be referred to as camps by the industry
- Number 16 and 17 appear to have some overlap
- Number 18 does not explain this is an application to erect a sign on private land; a member of the public has to find the Portable Signs page to find information on the rules surrounding signs, which does not include a link to the Sign Permit application or explain why signs cannot be placed on municipal land (it also provides no guidance on how to check if the sign they are seeking to erect will be on private or municipal land)



## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 51



	Departmental Challenge	External Communications
	Root Issue	The application process for a Development Permit (Cannabis) is not universally understood
	Recommendation	<b>Add a purpose description to the Cannabis Retail Store Development Permit Application Form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	<a href="#">Yes</a>

#### Action Items

- Consider adding a purpose description to the [Cannabis Retail Store Development Permit Application Form](#) (e.g. Seek approval to use or develop either land or a building, specifically involving cannabis)
- Consider adding the following information to the application form or checklist: when an applicant is required to apply, the application process (including the process following submission), and any applicable fees
- Hyperlink the bylaw and checklist mentioned in the Cannabis Retail Store Development Permit Application Form










## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 52



	Departmental Challenge	External Communications
	Root Issue	The application process for a Development Permit (Rural Area Oil Sands/Pilot Plants) is not universally understood
	Recommendation	<b>Add a purpose description to the Development Permit (Rural Area Oil Sands/Pilot Plants) application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	<a href="#">Yes</a>

#### Action Items








- Consider adding a purpose description to the [Development Permit \(Rural Area Oil Sands/Pilot Plants\)](#) application form (e.g. Seek approval to use or develop either land or a building, specifically involving rural area oil sands/pilot plants)
- Consider adding the following information to the application form or checklist: a description of the permit, when an applicant is required to apply, the application process (including the process following submission) and any applicable fees
- Reference the checklist on the application form (which according to the checklist, should also be submitted alongside the application)
- To minimize confusion arising from a lack of consistency in titles, consider alignment based on the following observations:
  - The name of the link under the permits tab is: Rural area new oil sands/pilot plants development permit application
  - The name of the link under the checklist tab is: Oil sands development permit application checklist
  - The title of checklist document once opened is: New Oil Sands Development

## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 53



	Departmental Challenge	External Communications
	Root Issue	The application process for a Development Permit (Subdivision) is not universally understood
	Recommendation	<b>Add a purpose description to the Subdivision Application Form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	<a href="#">Yes</a>

#### Action Items

- Consider adding a purpose description to the [Subdivision Application Form](#) (e.g. Seek approval to use or develop either land or a building, specifically involving subdivisions)
- Consider adding the following information to the application form or checklist: a description of the permit, when an applicant is required to apply, the application process (including the process following submission) and any applicable fees
- Reference the checklist on the application form (which according to the checklist, should also be submitted alongside the application)
- Add guidance to the fee schedule presently attached to the checklist with descriptions on each of the 10 potential items an applicant may need as part of their application, when they may be needed, why they may be needed, and where to submit the fee

## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 54



	Departmental Challenge	External Communications
	Root Issue	The application process for a Home Business Development Permit is not universally understood
	Recommendation	<b>Add a purpose description to the Application for Home Business form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	<a href="#">Yes</a>

#### Action Items

- Consider adding a purpose description to the [Application for Home Business](#) form (e.g. Seek approval to operate a home-based business within the Municipality)
- The application and the checklist is combined in one PDF file located under the “checklists” drop down menu; ensure this combined PDF is also mentioned in the “application” drop down menu
- Alternatively, consider separating the application form and the checklist into two PDF documents, and update the “checklist” and “application” drop down menus accordingly

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 55



	Departmental Challenge	External Communications
	Root Issue	The application process for a Compliance Certificate is not universally understood
	Recommendation	<b>Add a purpose description to the Compliance Certificate Application Form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	N/A

### Action Items

- Consider adding a purpose description to the [Compliance Certificate Application Form](#) (e.g. Seeking validation that the building, according to the Real Property Report is located on the lot in accordance with the separation distance and yard and building setbacks regulations of the Land Use Bylaw)
- Consider adding the following information to the application form: a description of the certificate form, when an applicant is required to apply, the application process (including the process following submission) and any applicable fees
- To facilitate an applicant's ability to obtain a copy of their Real Property Report, include the contact information of the records team on the application
- Under "Credit Card Information," consider adding an explanation as to what a card type is (e.g. checkboxes for Visa, MasterCard, etc.)
- As the application mentions the applicant should include a development permit checklist in their application clearly define which development permit checklists should be used in the case of a Compliance Certificate

## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 56



	Departmental Challenge	External Communications
	Root Issue	The application process for a Variance Application is not universally understood
	Recommendation	<b>Add a purpose description to the Variance Application Form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	No

#### Action Items

- Consider adding a purpose description to the [Variance Application Form](#) (e.g. Seek approval to receive an exception under existing land use or development restrictions)
- Consider adding the following information to the application form: a description of the certificate form, when an applicant is required to apply, the application process (including the process following submission) and any applicable fees
- Title and hyperlink the mention of Bylaw 99/059
- Add guidance on where to obtain the information required under "Property Information: (e.g. Alberta Township Grid System LSD, Sec, TWP, Ranga, W4M or Certificate of Title Number)










## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 57



	Departmental Challenge	External Communications
	Root Issue	The application process for a Business License Application is not universally understood
	Recommendation	<b>Add a purpose description to the Business License Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	No

#### Action Items

- Consider adding a purpose description to the [Business License Application](#) form (e.g. Seek approval for a business license)
- Consider adding the following information to the application form: a description of the license, when an applicant is required to apply, the application process (including the process following submission), and any applicable fees
- As applicants are required to check off a list of supporting documents they submit to the municipality, there may be value in adding a description of which documents are required for which category of business licens










## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 58



#### Action Items

	Departmental Challenge	External Communications
	Root Issue	The application process for a Home Occupation Declaration is not universally understood
	Recommendation	<b>Add a purpose description to the Home Occupation Declaration form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	Yes

- Consider adding a purpose description to the [Home Occupation Declaration](#) form (e.g. Informs the municipality that a business will be operating at an address)
- Clearly indicate that there is no fee associated with the application

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 59



	Departmental Challenge	External Communications
	Root Issue	The process for a how to draw a site plan is not universally understood
	Recommendation	<b>Add a purpose description to the How to Draw a Site and Floor Plan guide</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	No

### Action Items

- Consider adding a purpose description to the [How to Draw a Site and Floor Plan](#) guide (e.g. A guide for applicants to follow when submitting a site plan or floor plan to the municipality)
- Consider reorganizing where this document is located on the RMWB website (it is presently organized under the “applications, forms and permits” drop down menu, despite it not being an application, form or permit)
- Consider adding information regarding which platforms the applicant can use to create a site/floor plan to further enhance the customer experience

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 60



### Action Items

	Departmental Challenge	External Communications
	Root Issue	The process for a Landscape Inspection Application is not universally understood
	Recommendation	<b>Add a purpose description to the Landscape Inspection Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	No

- Consider adding a purpose description to the [Landscape Inspection Application](#) form (e.g. An application to request an inspection for landscaping)
- Consider attaching a fee schedule to the application

## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 61



	Departmental Challenge	External Communications
	Root Issue	The process for a Noise Bylaw Letter of Request is not universally understood
	Recommendation	<b>Add a purpose description to the Noise Bylaw Letter of Request form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	No

#### Action Items

- Consider adding a purpose description to the [Noise Bylaw Letter of Request](#) form (e.g. Request a new noise bylaw to be implemented)
- Consider adding the following information to the application form: a description of what the application form is, when an applicant is required to apply, the application process (including the process following submission), and any applicable fees
- Link a copy of the Noise Bylaw to the application
- Clearly outline how this letter relates to P&D activities

## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 62



	Departmental Challenge	External Communications
	Root Issue	Pre-application requirements for development permit applications are not universally understood
	Recommendation	<b>Add a purpose description to the Pre-Application Requirements for Development Permit Applications form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	No

#### Action Items








- Consider adding a purpose description to the [Pre-Application Requirements for Development Permit Applications](#) form (e.g. An application used to book a pre-application meeting with the municipality)
- Clearly outline which applicants are required to attend a pre-application meeting (e.g. applications for multi-family, commercial, industrial, institutional and new oil sands plants) and which applicants are exempt from this requirement

## Recommendations & Actions

### Community Development Planning

#### Recommendation No. 63



	Departmental Challenge	External Communications
	Root Issue	The process for a Special Event Permit Application is not universally understood
	Recommendation	<b>Add a purpose description to the Special Event Permit Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Community Development Planning
	Timeline	Year 1
	Checklist Currently Exists?	Yes

#### Action Items

- Consider adding a purpose description to the [Special Event Permit Application](#) form (e.g. Seek approval to host a special event located on Municipal parks, any public land, roadway or operated facility)
- Consider adding the following information to the application form: a description of the permit, when an applicant is required to apply, the application process (including the process following submission), and any applicable fees



# Recommendations & Actions

## Community Development Planning

### Recommendation No. 64



	Departmental Challenge	Forms and Checklists
	Root Issue	Certain documents are commonly missed during the development permit application stage
	Recommendation	<b>Outline on the website and in the application process what documents are required for each type of development permit; improve or create internal checklists used by Clerks to assess completeness of development permit applications</b>
	Target Outcome	Applications are submitted with all required information, thereby reducing processing time and increasing customer satisfaction
	Responsible	Community Development Planning
	Timeline	Year 2

### Action Items







- Have the process owner for development permits (or planners) sit down with the Clerks to develop internal checklists of what documents are required for each type of development permit to be complete, and be sure to include commonly missed items such as fire protection system plans/drawings and landscaping plans
- Have the process owner circulate the draft internal checklists within P&D as well as to Engineering, Fire Prevention and Legal to confirm nothing critical is missing
- Incorporate feedback and refine these internal checklists, and then update application forms and online checklists to be consistent with the internal checklists; should also state that additional information may be requested as a result of detailed review of the specifics of an application

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 65



	Departmental Challenge	Forms and Checklists
	Root Issue	Minimal guidance is provided to permit applicants to assist them in filling out their application online
	Recommendation	<b>Add links to checklists and include definitions within online applications</b>
	Target Outcome	Increase the accuracy and completeness of submitted applications
	Responsible	Community Development Planning
	Timeline	Year 1

### Action Items

- Consult Clerks on which online application fields are commonly and incorrectly populated, and for which applications; use this information to create a prioritized list
- Work with IT to add a 'more information' question mark icon to these fields with a definition
- Alternatively, develop a glossary of common terms found on applications (as a PDF) that includes visuals and examples (e.g. how to calculate "lot coverage"), and post it to the website with a link to it from either inside the online application or placed at the top of the permit application pick-list as a general resource they can open in another tab prior to starting an application; note that the resource will help applicants populate their application correctly, thus reducing processing time
- Add an informational banner to the E-permitting webpage and a note at the top of each permit picklist (both for Planning/Engineering tab and the Building tab) that guides the applicant to not only contact P&D if they are unsure of which application to select, but also offers a link for them to book a pre-application meeting at no cost; consider embedding a tool such as Microsoft Bookings or Calendly and, if not possible, provide a simple request web form (online form) for the potential applicant to enter basic contact/case information
- When adding hyperlinks and more information, include references to specific sections of relevant legislation as opposed to referring to the Bylaw or Safety Codes Act in its entirety
- Investigate the effort of IT adding a pop-up with a relevant checklist on certain applications (such as those frequently used by residents); if this will require too much configuration effort, consider adding a mandatory checkbox on these applications prior to submission that requires the applicant to acknowledge they have reviewed the relevant application checklist (either link to the Development Permit landing page or Building Permit landing page) and uploaded the required attachments needed by RMWB to process their application

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 66



	Departmental Challenge	Organizational Design
	Root Issue	There is an over reliance on inter-department review cycles to progress application status within Community Development Planning
	Recommendation	<b>Review circulation periods by development permit type, adjusting where possible, and enforce them more strictly</b>
	Target Outcome	Fewer circulation period extensions, improved customer service (communication) and overall reduction in processing time
	Responsible	Community Development Planning
	Timeline	Year 1

### Action Items

- The development permit process owner could review development permit types to clearly specify what the circulation period is for each (in alignment with legislation, past experience and performance targets); these entities could be consulted on circulation period to understand if it is realistic
- These circulation periods can be advertised on the website under each development permit type, so applicants are aware of how long they can expect their application to be out for review by relevant stakeholders/entities as a step in the process
- When Planners send these circulations through Accela and email, a standard practice of reminding stakeholders to provide their feedback 'x' days before the deadline could be implemented; if any deficiencies are identified in the application, a Planner could follow up with the applicant and advise them of any outstanding or insufficient information
- Instead of Planners using discretion to extend circulation timeframes, it may be beneficial to implement a practice of requiring a written request from stakeholders to extend timelines (and the applicant being notified if the circulation timeframe is extended significantly)

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 67



### Action Items

- Consider the procurement of an online tool that provides a geospatial view of land use districts; alternatively, investigate whether this functionality can be added to the existing Civic Insights tool

	Departmental Challenge	Information Management
	Root Issue	The public is unable to access a geospatial view of land and property file data
	Recommendation	<b>Investigate whether additional functionality can be purchased or added to the existing Civic Insights online tool</b>
	Target Outcome	Relevant land and property information more readily accessible to staff and the public
	Responsible	Community Development Planning
	Timeline	Year 2

# Recommendations & Actions

## Community Development Planning

### Recommendation No. 68



	Departmental Challenge	Information Management
	Root Issue	Land Use Bylaw documentation is spread across multiple files making it difficult for the public to use
	Recommendation	<b>Consolidate the existing amendments into the current Land Use Bylaw while the new Bylaw moves through approvals</b>
	Target Outcome	Improve navigation and stakeholder understanding of the existing Land Use Bylaw (and its constituent amendments) until the new Land Use Bylaw is passed by the new Council
	Responsible	Community Development Planning
	Timeline	Year 2

### Action Items

- If an editable version of the existing Land Use Bylaw does not exist, have a staff member spend a day converting the current PDF Bylaw file into a MS Word file and then incorporate the amendments into that master file, so they no longer reside in multiple separate PDFs on the website
- Have Legal Services proof read the document for any errors or mistakes in bringing the content in (such as numbering inaccuracies) and post that document to the website while removing the old documents; note that no approvals would be needed, as no content will have changed



## 5.3

### RECOMMENDATIONS AND ACTIONS

#### Safety Codes





# Recommendations & Actions

## Safety Codes

### Recommendation No. 69



	Departmental Challenge	Business Process
	Root Issue	Unclear processes related to the Occupancy Permit process
	Recommendation	<b>Re-engineer the Occupancy Permit process</b>
	Target Outcome	Improve internal and external understanding of the Occupancy Permit process; increase internal efficiency by preventing further backlog of Occupancy Permits
	Responsible	Safety Codes
	Timeline	Year 2

### Action Items

Note: The purpose of this recommendation is to summarize proposed changes to the Occupancy Permit process; action items outlined below may correspond with additional root issues identified in this report.

- Provide information on website explaining the purpose of an Occupancy Permit, when to apply and what information and other permits are required for granting occupancy
- Remove or clarify the relevance of including "Homeowner's Permit" on the Occupancy Permit page of the website (this permit is also not listed under Building Permits tabs)
- Increase internal understanding of conditional, partial and temporary Occupancy Permits, including how they are different, associated time frames, etc.; provide explanation of each permit type on the website
- Based on leading practice research, discontinue offering "Fee for Service" inspections using the existing Occupancy Permit workflow; instead, offer this as a separate consultative process and workflow administered as a service under the Planning/Engineering tab of E-Permitting; both a planner and inspector would be involved to comment on Land Use Bylaw and Safety Codes considerations, respectively
  - This would reduce liability to RMWB from positioning "Fee for Service" under Safety Codes where customers will seek advice on topics outside on an inspector's jurisdiction
- Have Legal draft an agreement or terms which would be included on the consultation paperwork that highlights the limitations of the service and emphasises the key steps, requirements and potential for enforcement to occur if the applicant is to pursue a follow-on permit based on the results of this consultative service

# Recommendations & Actions

## Safety Codes

### Recommendation No. 70



	Departmental Challenge	Business Process
	Root Issue	The occupancy permit process and workflow is being used to offer a consultation service
	Recommendation	<b>Offer a separate, standalone process (and workflow) whereby the public can apply (under the Planning tab in Accela) for a consultation with a Planner and Inspector pair who can advise (through an inspection and discussion) of the main considerations an applicant may want to consider under the Land Use Bylaw and Safety Codes Act</b>
	Target Outcome	Further increase customer satisfaction with this service, reduce liability to RMWB from positioning “Fee for Service” under Safety Codes where customers will seek advice on topics outside on an inspector’s jurisdiction, and increase internal efficiency by preventing further backlog of Occupancy Permits.
	Responsible	Safety Codes
	Timeline	Year 2

### Action Items

- Based on leading practice research, cease the practice of Safety Codes staff offering a “Fee for Service inspection” to the public where applicants can apply for an occupancy permit and get an inspection prior to a development permit and/or building permit being issued
- Instead, offer this as a separate consultative process and workflow administered as a service under the Planning/Engineering tab of E-Permitting; both a planner and inspector would be involved to comment on Land Use Bylaw and Safety Codes considerations, respectively
- Have Legal draft an agreement or terms which would be included on the consultation paperwork that highlights the limitations of the service and emphasises the key steps, requirements and potential for enforcement to occur if the applicant is to pursue a follow-on permit based on the results of this consultative service

# Recommendations & Actions

## Safety Codes

### Recommendation No. 71



	Departmental Challenge	Policy
	Root Issue	Occupancy permit policy directives are not universally understood
	Recommendation	<b>Formalize management's guidance on Occupancy Permits</b>
	Target Outcome	Improve internal and external understanding of the Occupancy Permit process
	Responsible	Safety Codes
	Timeline	Year 1

### Action Items








- Using the Occupancy Permit process maps as a guide and ensuring alignment with relevant legislation, bylaws and administrative directives, develop a new, written management guidance for the Occupancy Permit process
- Leverage information and references to the Safety Codes Act from the guidance document initially developed by the Safety Codes Branch, such as definitions of the different types of occupancy permit types (partial, conditional and full) and the purpose of each of these services
- Hold a discussion with management and key roles involved in the process to address any points of confusion about how Occupancy Permits will be handled going forward, continuing to ensure alignment with the future state process design recommendations
- Communicate these changes using the process outlined in the Continuous Improvement Plan, and ensure any future changes to this procedure undergo a controlled change (versioning and approval) process
- Provide information on the website explaining the purpose of an Occupancy Permit, when to apply, and any additional information required for granting occupancy (e.g. other permits required)
- Remove or clarify the relevance of including a "Homeowner's Permit" on the Occupancy Permit page of the website (this permit is also not listed under Building Permits tabs)
- Increase internal understanding of conditional, partial and temporary Occupancy Permits, including how they are different, associated time frames, etc.; provide explanation of each permit type on the website

# Recommendations & Actions

## Safety Codes

### Recommendation No. 72



	Departmental Challenge	External Communications
	Root Issue	The process for a Building Permit (General) is not universally understood
	Recommendation	<b>Add a purpose description to the Building Permits web page</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	Yes

### Action Items








- Consider adding a purpose description to the [Building Permits](#) web page (e.g. To ensure that the structure will perform as it should to keep occupants safe)
- While a checklist currently exists for each of the individual types of building permits (being Accessory Structure, Basement Development, Basement Suite, Deck, Single Family Dwelling and Commercial), there may be value in the following:
  - Clearly define the term “Accessory Structure” on the corresponding checklist
  - Add a description to the Building Permits web page that clearly differentiates a basement development from a basement suite
- Consider embedding a link to the [Safety Codes Permitting fee schedule](#) within each application form
- Consider making the Safety Codes Permitting fee schedule more intuitive by reducing the length (it is currently 10 pages long)

# Recommendations & Actions

## Safety Codes

### Recommendation No. 73



	Departmental Challenge	External Communications
	Root Issue	The process for a Declaration of “Homeowner” for Permit is not universally understood
	Recommendation	<b>Add a purpose description to the Declaration of “Homeowner” for Permit Under the Safety Codes Act form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	No

### Action Items

- Consider adding a purpose description to the [Declaration of “Homeowner” for Permit Under the Safety Codes Act](#) form (e.g. For trade specific permits, the homeowner can declare their own competency to perform work on their own building, gas, electrical or sewage systems)
- Consider adding the following information to the application form: a description of the form, when an applicant is required to apply, the application process (including the process following submission), and any applicable fees
- Consider adding submission instructions to the form, including that the permit should be submitted with the building inspection permit



# Recommendations & Actions

## Safety Codes

### Recommendation No. 74



	Departmental Challenge	External Communications
	Root Issue	The process for a Electrical Permit is not universally understood
	Recommendation	<b>Add a purpose description to the Electrical Permit Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	No

### Action Items

- Consider adding a purpose description to the [Electrical Permit Application](#) form (e.g. Electrical permits are needed to install, alter or add to any electrical systems)
- Consider adding the following information to the application form: the application process (including the process following submission) and any applicable fees
- Consider adding a description that clearly differentiates an electrical permit from an annual electrical permit application










# Recommendations & Actions

## Safety Codes

### Recommendation No. 75



	Departmental Challenge	External Communications
	Root Issue	The process for an Annual Electrical Permit is not universally understood
	Recommendation	<b>Add a purpose description to the Annual Electrical Permit Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	No

### Action Items








- Consider adding a purpose description to the [Annual Electrical Permit Application](#) form (e.g. Electrical permits are needed to install, alter or add to any electrical systems)
- Consider adding the following information to the application form: when an applicant is required to apply, the application process (including the process following submission), and any applicable fees
- Consider adding a description that clearly differentiates an electrical permit from an annual electrical permit application

# Recommendations & Actions

## Safety Codes

### Recommendation No. 76



	Departmental Challenge	External Communications
	Root Issue	The process for an Occupancy Permit is not universally understood
	Recommendation	<b>Add a purpose description to the Occupancy Permit Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	No

### Action Items

- Consider adding a purpose description to the [Occupancy Permit Application](#) form (e.g. Occupancy permits are used to ensure the structure will perform as it should to keep occupants safe)
- As the purpose description for Building Permits is the same as the purpose description for Occupancy Permits, consider adding a description that clearly differentiates between the two permit types
- Also consider creating a checklist that applicants can use to determine whether an Occupancy Permit is required
- Identify and outline who is responsible for completing the Regional Municipality of Wood Buffalo section of the Occupancy Permit Application
- There may be value in adding a description for the various types of occupancy permits (conditional, partial, temporary and full) to a standalone Occupancy Permit web page
- There may also be value in explaining the “Fee for Service” (pre-occupancy)
- Consider adding the application process (including the process following submission) to the application form








# Recommendations & Actions

## Safety Codes

### Recommendation No. 77



### Action Items

	Departmental Challenge	External Communications
	Root Issue	The process for a Gas Permit is not universally understood
	Recommendation	<b>Add a purpose description to the Gas Permit Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	No








- Consider adding a purpose description to the [Gas Permit Application](#) form (e.g. Gas permits are needed to install, alter or add to any gas systems)
- Consider adding the application process (including the process following submission) and any applicable fee to the application form

# Recommendations & Actions

## Safety Codes

### Recommendation No. 78



	Departmental Challenge	External Communications
	Root Issue	The process for a Ventilation Permit is not universally understood
	Recommendation	<b>Add a purpose description to the Gas Appliance Venting Permit Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	<a href="#">Yes</a>

### Action Items








- Consider adding a purpose description to the [Gas Appliance Venting Permit Application](#) form (e.g. A ventilation permit is required when gas appliances are being installed)
- Consider adding the application process (including the process following submission) and any applicable fee to the application form
- Consider moving the checklist for the HVAC System replacement from [here](#) to the page where the gas permit application is found

# Recommendations & Actions

## Safety Codes

### Recommendation No. 79



	Departmental Challenge	External Communications
	Root Issue	The process for a Private Sewage Permit is not universally understood
	Recommendation	<b>Add a purpose description to the Private Sewage Disposal Permit Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	No

### Action Items

- Consider adding a purpose description to the [Private Sewage Disposal Permit Application](#) form (e.g. A private sewage permit is required when work is being done around sewage systems)
- Consider adding the application process (including the process following submission) to the application form
- Consider adding a link to the [Private Sewage Codes and Standards](#) page of the [Alberta Municipal Affairs](#) website on the application form for applicants to view ticket holder names and contact information

# Recommendations & Actions

## Safety Codes

### Recommendation No. 80



### Action Items

- Consider adding a purpose description to the [Inspection Requests](#) web page (e.g. An online tool used by permit holders to submit a request for an inspection)

	Departmental Challenge	External Communications
	Root Issue	The process for a inspection booking requests is not universally understood
	Recommendation	<b>Add a purpose description to the Inspection Requests web page</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	N/A










# Recommendations & Actions

## Safety Codes

### Recommendation No. 81



	Departmental Challenge	External Communications
	Root Issue	The process for a UGS Connection/Disconnection Permit is not universally understood
	Recommendation	<b>Add a purpose description to the UGS Connection/Disconnection Permit Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	No

### Action Items

- Consider adding a purpose description to the [UGS Connection/Disconnection Permit Application](#) form (e.g. Seek approval to connect or disconnect a water line, sanitary sewer line or a storm sewer line)
- Consider adding the following information to the application form: when an applicant is required to apply, the application process (including the process following submission), and any applicable fees
- Add a step in the outlined process around it being the owners responsibility to work with the utility companies directly to acquire a meter (this missed step results in many owners failing to complete this action and consequentially experiencing delays without access to utilities)








# Recommendations & Actions

## Safety Codes

### Recommendation No. 82



### Action Items

	Departmental Challenge	External Communications
	Root Issue	The process for a Plumbing Permit is not universally understood
	Recommendation	<b>Add a purpose description to the Plumbing Permit Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	No

- Consider adding a purpose description to the [Plumbing Permit Application](#) form (e.g. Plumbing permits are needed to install, renew or change to any plumbing equipment or plumbing systems)
- Consider adding the application process (including the process following submission) to the application form








# Recommendations & Actions

## Safety Codes

### Recommendation No. 83



### Action Items

	Departmental Challenge	External Communications
	Root Issue	The process for Sump Pump to Sanitary Connection is not universally understood
	Recommendation	<b>Add a purpose description to the Sump Pump to Sanitary Connection Application form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Safety Codes
	Timeline	Year 1
	Checklist Currently Exists?	<a href="#">Yes</a>

- Consider adding a purpose description to the [Sump Pump to Sanitary Connection Application](#) form (e.g. A request that applicants can use to connect their sump pump to the municipal plumbing system)
- Consider adding information around when the applicant is required to apply to the application form

## 5.4

### RECOMMENDATIONS AND ACTIONS

#### Land Administration





# Recommendations & Actions

## Land Administration

### Recommendation No. 84



	Departmental Challenge	Business Process
	Root Issue	Access to municipal land by residents is not proactively managed and enforced
	Recommendation	<b>Increase public awareness of municipally owned land to discourage misuse. Create a mechanism for notifying P&amp;D of misuse/damage</b>
	Target Outcome	Reduction in municipal land misuse/damage and an identified point of contact within P&D who is responsible for coordinating due-diligence and enforcement; improved operational efficiency
	Responsible	Land Administration
	Timeline	Year 2

### Action Items

- Increase internal understanding of what encroachment agreements are and administer agreements more judicially and consistently
- On the webpage that discusses fencing and encroachments [here](#), add information on how a resident can request temporary use or access to municipal land (i.e. by contacting Land Administration); also provide guidance on how a resident can find out (for themselves) whether land is municipal or privately owned (via maps)
- Guide Public Works to place permanent signs in locations where municipal property is frequently damaged and repaired; include enforcement information and/or contact information for Land Administration on the sign
- Whomever is assigned within P&D as process owner for enforcement processes would be the point of contact to be notified by other departments who identify scenarios of land misuse and damage, and who would then work within P&D to confirm the land is municipal land, that there is no existing land agreement (e.g. such as an encroachment, license of occupation, temporary workspace agreement, etc.) in place, and then confirm with a Planner in CDP that no approved variance exists in relation to the location of the issue
- After this confirmation process, the process owner will request a Development Compliance Officer inspect the site, who will then made a decision as to whether to issue a warning or fine for example
- This information will be tracked internally by the enforcement process owner, including the outcome of enforcement through follow up measures

# Recommendations & Actions

## Land Administration

### Recommendation No. 85



	Departmental Challenge	Business Process
	Root Issue	Unclear processes related to the Land Sales process
	Recommendation	<b>Re-engineer the Land Sales process</b>
	Target Outcome	Address a public perception that the land sales process could be influenced by a "who you know" bias; increase process transparency and consistency
	Responsible	Land Administration
	Timeline	Year 1

### Action Items

Note: The purpose of this recommendation is to summarize proposed changes to the Land Sales process; action items outlined below may correspond with additional root issues identified in this report.

- Create a standard form for a land request clearly outlining the minimum information required for a potential purchaser to submit a request
- When a request to purchase land is received, add a process step to perform a conflict-of-interest check between the applicant and the Land Management Specialist, Land Administration Manager and other RMWB employees as deemed appropriate (process step to be designed and administered with advice and support from Legal Services)
- If a request to purchase is considered by the Land Management Specialist to not be "applicable" for reasons other than straightforward zoning, add a process step for management review and approval
- Add more clarity to the Circulation Notice process regarding reminder notifications, extensions for review, etc.
- Create/update the standard agreement used for Land Sales transactions



# Recommendations & Actions

## Land Administration

### Recommendation No. 86



	Departmental Challenge	Business Process
	Root Issue	Third-party agreement terms in Land Administration processes are not consistently discussed upfront and responsibilities clearly assigned
	Recommendation	<b>In third-party agreements, ensure impacted departments are notified prior to contract execution</b>
	Target Outcome	Ensure agreement terms can be met and responsibilities for doing so are clear and understood, reduced cost to RMWB in delivering on contract terms, and improved perceptions of RMWB service delivery
	Responsible	Land Administration
	Timeline	Year 2

### Action Items

- Add a second and final contract review step in select Land Administration processes that specify RMWB service obligations that extend outside of standard terms and conditions written by Legal
- Where a concern arises from an internal RMWB stakeholder or department regarding their ability to fulfill a specific term of an agreement, do not execute the agreement until it is resolved
- Ensure this process of broad contract review also occurs before an agreement is renewed, so any active contracts with terms not sustainable or supported by all internal stakeholders is addressed
- Review the following processes to ensure adequate internal consultation occurs both upfront in the process and once agreement terms are drafted
  - 1.3.1 Administer Encroachment Agreements
  - 1.3.2 Administer Lease Agreements (RMWB as Landlord)
  - 1.3.4 Administer License of Occupation Agreements
  - 1.3.5 Administer Road Use Agreements
  - 1.3.6 Administer Crossing Agreements
  - 1.3.9 Administer Right of Way and Easement Agreements
  - 1.3.14 Administer Temporary Workspace Agreements)

# Recommendations & Actions







## Land Administration

### Recommendation No. 87



### Action Items

- Review current internal policies regarding RMWB tenancy and landlord agreements
- Give consideration to alternative options

	Departmental Challenge	Policy
	Root Issue	A high volume of resource effort goes into managing RMWB tenancy agreements
	Recommendation	Consider developing an internal policy for the appropriateness of and criteria for the RMWB being a "permanent" or long-term landlord
	Target Outcome	Reduce risk and uncertainty of long-term obligations to RMWB
	Responsible	Land Administration
	Timeline	Year 1

# Recommendations & Actions

## Land Administration

### Recommendation No. 88



### Action Items

	Departmental Challenge	Policy
	Root Issue	Some agreements (e.g. encroachment agreements) are found to have expired with several years of renewal fees due
	Recommendation	<b>On a case by case basis, evaluate whether or not the outstanding fees need to be paid for any expired encroachment agreements</b>
	Target Outcome	Where deemed appropriate, outstanding fees are collected
	Responsible	Land Administration
	Timeline	Year 1

- Consolidate expired encroachments agreements
- Consider identifying criteria for assessing whether or not outstanding fees need to be paid
- Evaluate on a case by case basis whether or not the outstanding fees need to be repaid
- Send notice to agreement holder

# Recommendations & Actions

## Land Administration

### Recommendation No. 89



	Departmental Challenge	External Communications
	Root Issue	The application process for an Authorization for Municipal Land is not universally understood
	Recommendation	<b>Add a purpose description to the Authorization for Municipal Land form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Land Administration
	Timeline	Year 1
	Checklist Currently Exists?	No

### Action Items








- Consider adding a purpose description to the [Authorization for Municipal Land](#) form (e.g. Seek approval to use or conduct development or building activities on municipal land)
- Consider adding the following information to the application form: a description of the authorization form, when an applicant is required to apply, the application process (including the process following submission) and any applicable fees
- Increase the space available for an applicant to draft the purpose of their application (there is presently a single line to describe the purpose of the form usage)

# Recommendations & Actions

## Land Administration

### Recommendation No. 90



	Departmental Challenge	External Communications
	Root Issue	The processes for the Land Administration agreements are not universally understood
	Recommendation	<b>Add purpose descriptions for the following services to the RMWB website: Crossing Agreement, Easement Agreement, Encroachment Agreement, Road Use Agreement, Road Closure Agreement, Third-party Land Consent Agreement, Land Purchase Agreement, Land Sales Agreement, Letter of Authorization and License of Occupation</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Land Administration
	Timeline	Year 1
	Checklist Currently Exists?	No

### Action Items








- Consider adding a purpose description for the following services to the RMWB website: Crossing Agreement, Easement Agreement, Encroachment Agreement, Road Use Agreement, Road Closure Agreement, Third-party Land Consent Agreement, Land Purchase Agreement, Land Sales Agreement, Letter of Authorization and License of Occupation (e.g. The purpose of the Land Administration team's services are to help purchase, sell or manage land owned by the municipality)
- With support from the Legal department, assess which services under Land Administration should be listed on the website

# Recommendations & Actions

## Land Administration

### Recommendation No. 91



	Departmental Challenge	External Communications
	Root Issue	The process for a Discharge of Caveat Request is not universally understood
	Recommendation	<b>Add a purpose description to the Discharge of Caveat Request Form</b>
	Target Outcome	Improves the reader's understanding of what, how and why the application form is being used
	Responsible	Land Administration
	Timeline	Year 1
	Checklist Currently Exists?	No

### Action Items

- Consider adding a purpose description to the [Discharge of Caveat Request Form](#) (e.g. Request a caveat to be discharged from the parcel of land)
- Consider adding the following information to the application form: when an applicant is required to apply and the application process (including the process following submission)
- Relocate this application form from the Community Development Planning permitting web page to a proposed Land Administration services web page



# Recommendations & Actions

## Land Administration

### Recommendation No. 92



	Departmental Challenge	Forms and Checklists
	Root Issue	Various business processes lack standardized practices and agreements
	Recommendation	<b>Develop and implement standardized practices and agreements for high-risk Land Administration activities</b>
	Target Outcome	Reduction in liability and contract/service-delivery burden to the RMWB
	Responsible	Land Administration
	Timeline	Year 2

### Action Items

- Work with Legal to create standard templates and boilerplate agreements that can be modified on a case-by-case basis, focusing on higher risk agreements to include:
  - Operating/Service Agreements
  - License of Occupation Agreements
  - Lease Agreements
  - Temporary Workspace Agreements
  - Land Sales
- Within standard templates, include verbiage that clearly identifies the individual responsible for specific terms listed within the agreement, especially land reclamation responsibilities when applicable
- For higher risk practices, such as evaluating land acquisition and disposition requests, implement a standard practice of performing a conflict check (to protect RMWB against liability and neutralize any perceptions of impartiality/preferential relationships that may exist)
- Also in relation to this process, implement a land purchase request/inquiry form, documenting when the request is accepted and denied, and providing those requests to Legal Services for filing

# 6.

## IMPLEMENTATION PLAN

# Implementation Plan

To help guide prioritization and sequencing

	Year 1							Year 2							Year 3					
P&D Director's Office	1	3	4	7	8	10	11	2	5	6	9	16	17	20	21	13	23	24	27	30
	12	14	15	18	19	25	28	22	26	29	32									
	31																			
Community Development Planning	34	35	41	46	47	48	49	33	36	39	40	42	44	64	67	37	38	43	45	
	50	51	52	53	54	55	56	68												
	57	58	59	60	61	62	63													
	65	66																		
Safety Codes	71	72	73	74	75	76	77	69	70											
	78	79	80	81	82	83														
Land Administration	85	87	88	89	90	91		84	86	92										



## Approach: Implementation Plan & Detailed Branch Project Plans

- Implementation will start immediately and will occur over the next 3 years.
- Responsibilities and actions have been assigned to one of the following:
  - Planning & Development Director's Office
  - Community Development Planning
  - Safety Codes
  - Land Administration
- Each Branch will create a specific project plan to address the recommendations and actions through a detailed project plan
- The detailed project plans which has been created will include additional context for consideration, further clarity on team member assignments and responsibilities within each branch, Priority (Low, Medium, High), expected delivery date and its current status.
- This will help ensure more effective project management to further enable coordination, monitoring, controlling, and tracking of action items.



## Key Considerations: Risks, Dependencies, Constraints, Success Factors

When building the implementation plan, the following points were taken into consideration

### Risks

Risk: An uncertain event that may or may not occur during a project but that could impact the ability to meet goals and /or KPI's

- Natural Disaster
- Turnover amongst staff (Continuity)
- Staff buy-in
- Budget approval (i.e. Accella)
- Resourcing (Assumption – that it will be maintained at its current levels)
- Volume of change
- Managing key stakeholder relationships – Aren't continued / interrupted
- Resistance to change
- Ability of staff to remain working in an office environment
- Relaxation of COVID-19 measures

### Dependencies

Dependency: An external project or program that may impact execution when the completion of one is reliant on the completion or initiation of another

- IT
  - E-permitting website
  - SAP Upgrades
  - CRM Project
- Communications and Engagement
  - PULSE
- Legal – Coordination
- Research and Information Management Project (OpenText, Property Files)
- In-house training group

### Constraints

Constraint: Any limitation or risk that must be accounted for over the duration of the project life cycle

- In-house training group
- Capacity to implement change / Recruitment has been challenging / could be slowed down
- Elevated expectations (always committed to improvement). The expectations are out there.

### Success Factors

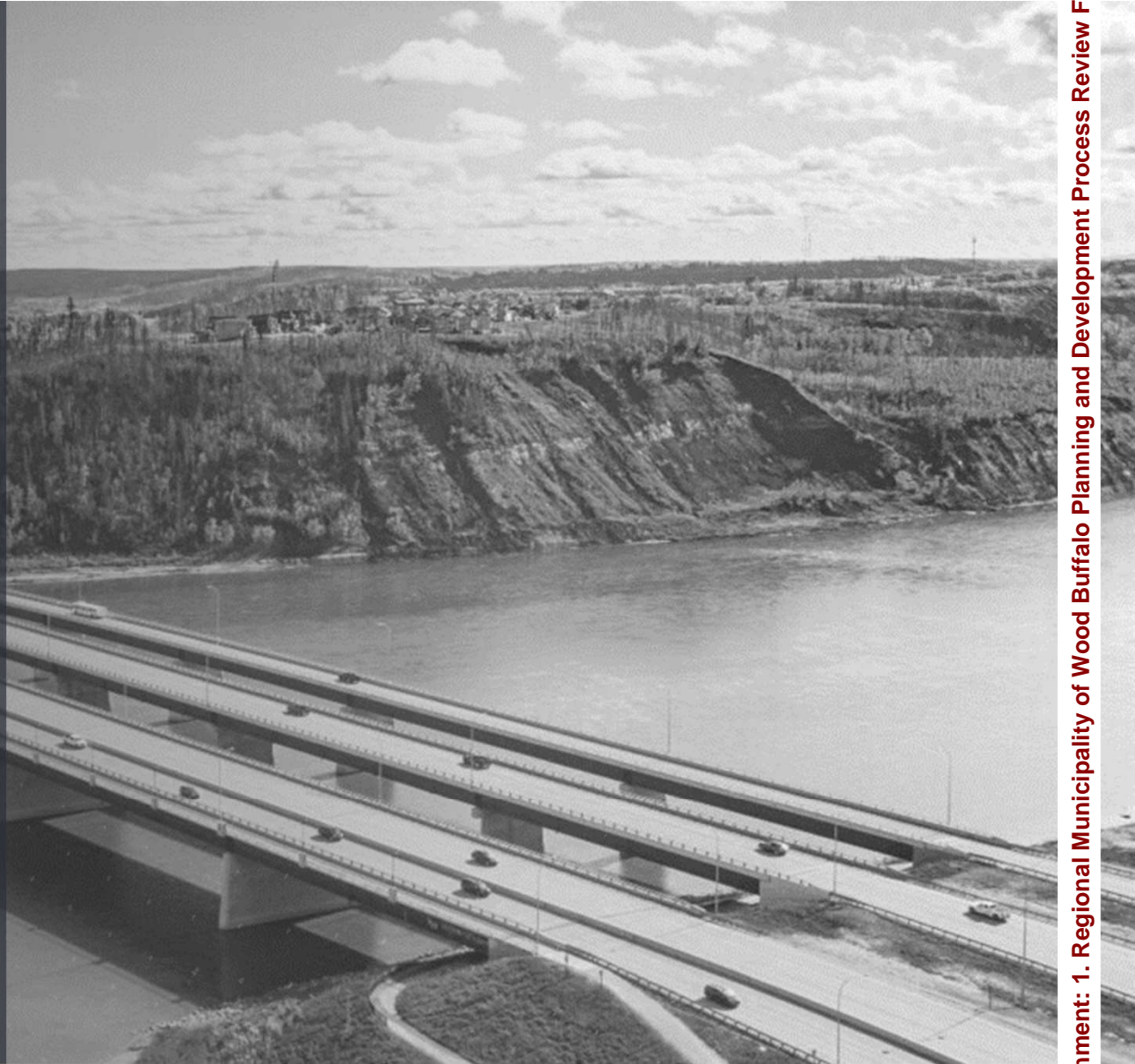
Success Factors: An element that is necessary for an organization or project to achieve its mission.

- Managing key stakeholder relationships
- Staff on board with support of the plan
- People are bought in and feel it's important

# 6.1

## IMPLEMENTATION PLAN

### Continuous Improvement





“

**Continuous Improvement** is the on-going drive to improve services, processes and capability through incremental and sustainable initiatives.

It focuses on **eliminating waste, delivering value to the customer**, and creating an **organizational culture** that promotes improvement activities as part of day-to-day operations.

”

## Steps to putting your continuous improvement plan in motion

Below are the six key steps summarizing how P&D can move forward to implement process recommendations over time

1

Affirm with the P&D leadership team what the primary 2-4 (max) business goals are (See section 3 for additional detail)

2

Identify a realistic set of KPIs that tie to those business goals and will be used to report (internally and/or externally) how the continuous improvement effort is progressing over time

3

Establish baseline values to measure current performance of each measure

4

Create resource capacity to drive implementation of report recommendations and ongoing performance improvement projects, considering the key roles required

5

Manage the process of making changes and log those changes and impacts (especially any fluctuations in performance measure values), so they can be reported on to P&D stakeholders. Continue to drive cultural mindset shift asking questions such as “does this work?” and “how can we make it better?”

6

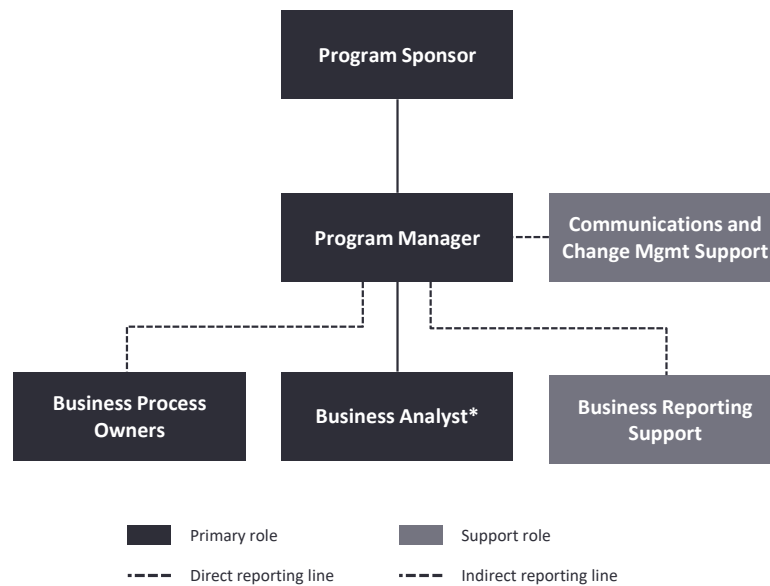
Celebrate progress and success made in implementing recommendations – big or small – and recognize individuals for their contributions to helping P&D achieve its business goals

## Roles and responsibilities required for effective continuous improvement

Dedicated resources provide the capacity needed to manage the execution of recommendations, yet few would be needed for full time hours

### Continuous Improvement Program Support Structure

(Illustrative only)



Key Role	Key Responsibilities	Estimated Average Effort
Program Sponsor	<ul style="list-style-type: none"> <li>Actively advocate for continuous improvement projects and advise of prioritization</li> <li>Allocate resources and ensure team capacity</li> <li>Take ownership of results and present progress to SLT, DAC and Council</li> <li>Remove barriers and resolve escalated issues</li> </ul>	1 hr / week
Program Manager	<ul style="list-style-type: none"> <li>Oversee the overall execution of the program</li> <li>Oversee and facilitate communications and change management support</li> <li>Lead implementation of improvement projects</li> <li>Manage, monitor and track progress of projects</li> <li>Act as the point of intake for improvement ideas</li> <li>Work with stakeholders to define, scope, prioritize, resource and track projects</li> <li>Ensure Process Owners have the tools they need</li> <li>Obtain and review performance measure reports</li> </ul>	40 hrs / week
Business Analyst	<ul style="list-style-type: none"> <li>Support analysis and execution of continuous improvement projects</li> </ul>	Variable
Business Process Owners	<ul style="list-style-type: none"> <li>Share knowledge of their assigned process(s)</li> <li>Identify and advise of process changes/exceptions</li> <li>Ensure process documentation remains up-to-date</li> </ul>	Variable

This support structure (within P&D) would provide leadership, skills and capacity required to deliver on the recommendations of the report and future continuous improvement projects as they are identified, evaluated and approved for execution.

## Process of managing change

An important part of any continuous improvement effort is the establishment of a predicable, step-wise process of managing changes

As observed and documented, there is an opportunity within P&D to establish a formal change process that will ensure new processes, practices and tools are fully and properly implemented.

**For each change (i.e. report recommendation or continuous improvement project) to be implemented:**

### 1. Define the change



**What is changing and why?** E.g. New process or step, eliminated process, change in tool configuration, etc.

### 2. Identify who is impacted



**Which stakeholders or groups, internal and external are impacted?** How will those impacts be addressed or mitigated?

### 3. Authorize the change



**Who needs to approve the change?** E.g. Council, SLT, Director, etc. **How does it come in into effect?** E.g. Admin Directive, Bylaw, etc.

### 4. Prepare stakeholders



**What communication, tools, training or job-aids are needed?** How will these support those impacted?

### 5. Implement the change



**What actions are being taken** to address a recommendation and make an improvement? Just do it!

### 6. Measure the results



**What was the outcome of the change?** Were benefits realized and performance measures improved?

**These simple steps can be followed when implementing big or small process improvement changes, and will increase the likelihood a change will “stick” and benefits are realized. This information can be captured in a basic Change Log.**



7.

APPENDICES





## Process Maps – Inventory Listing

- EY compiled an inventory of customer-facing business processes involving permitting, licensing, and land administration
- A step-by-step process flow or “process map” was documented for each of the below 29 processes based on a review of available internal and external documentation, process walkthroughs with branch managers and engagement with P&D staff and supervisors

### Process Inventory

#### Community Development Planning (CDP)

- ★ 1.1.1 Administer Development Permits
- 1.1.2 Administer Special Event Bookings (On Municipal Land)
- 1.1.3 Administer Sign Bookings (on Municipal Land)
- 1.1.4 Administer Land Use Bylaw Amendments
- 1.1.5 Administer Compliance Certificates
- 1.1.6 Conduct Property File Searches
- ★ 1.1.7 Administer Business Licenses
- 1.1.8 Administer Variance Applications
- 1.1.9 Administer Subdivision Applications
- 1.1.10 Administer Zoning Certificates

#### Safety Codes (SC)

- 1.2.1 Administer Building Permits
- 1.2.2 Administer Trades-specific Permits
- 1.2.3 Perform Inspections
- ★ 1.2.4 Administer Occupancy Permits
- 1.2.5 Report Residential Water Billing Permit Closures

#### Land Administration (LA)

- 1.3.1 Administer Encroachment Agreements
- 1.3.2 Administer Lease Agreements (RMWB as Landlord)
- 1.3.3 Administer Lessee - Environment & Parks (AEP) Dispositions
- 1.3.4 Administer License of Occupation Agreements
- 1.3.5 Administer Road Use Agreements
- 1.3.6 Administer Crossing Agreements
- 1.3.7 Administer Land Acquisitions
- ★ 1.3.8 Administer Land Sales
- 1.3.9 Administer Right of Way and Easement Agreements
- 1.3.10 Administer Road Closures
- 1.3.11 Administer Third-party Land Consents
- 1.3.12 Administer Reserve Designation Removals
- 1.3.13 Issue Letters of Authorization
- 1.3.14 Administer Temporary Workspace Agreements

EY recommends four processes be re-engineered (denoted by a ★) and several other processes be revised to be more streamlined, efficient and consistent with the department’s desire to provide a better customer experience.

June 2, 2022

Honourable Mayor and Members of Council  
Regional Municipality of Wood Buffalo  
9909 Franklin Avenue  
Fort McMurray, Alberta  
T9H 2K4

**Subject: Letter of Support for the Planning and Development Process Review Project - Final Report**

Dear Mayor Bowman and Councillors,

The Wood Buffalo Development Advisory Committee (WBDAC) was created by Council to:

- Advise on development issues, community-based issues, and region wide economic priorities
- Provide guidance and recommendations to help the Municipality attract and retain business and increase economic activity in the region
- Provide feedback on reducing red tape where possible to decrease barriers to promote development in the region

On June 1, 2022, the WBDAC met and, with consensus of the committee, supported that the Chair speak as a delegate and/or submit a letter to Council in support of the Planning and Development Department Process Review Project – Final Report and recommend regular monitoring and reporting on implementation.

Thank you for your consideration.

Sincerely,

Bryce Kumka, Committee Chair  
Wood Buffalo Development Advisory Committee

cc: Linda Ollivier, Chief Administrative Officer, RMWB  
Brad McMurdo, Director, Planning and Development, RMWB  
Deanne Bergey, Director, Community and Protective Services, RMWB  
Jade Brown, Chief Legislative Officer, RMWB  
Kelly Hansen, Director, Strategic Planning and Program Management, RMWB  
Members of the Wood Buffalo Development Advisory Committee



# Planning & Development Process Review Project Final Report

Presenter: Amanda Haitas, Senior Manager

Department: Planning & Development

Meeting Date: September 27, 2022



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

# P&D PROCESS REVIEW PROJECT

Following an update to Council in June 2021, Planning & Development is providing this presentation:

- to update Council, stakeholders and the public on the status of the Process Review Project, including project context, approach and findings



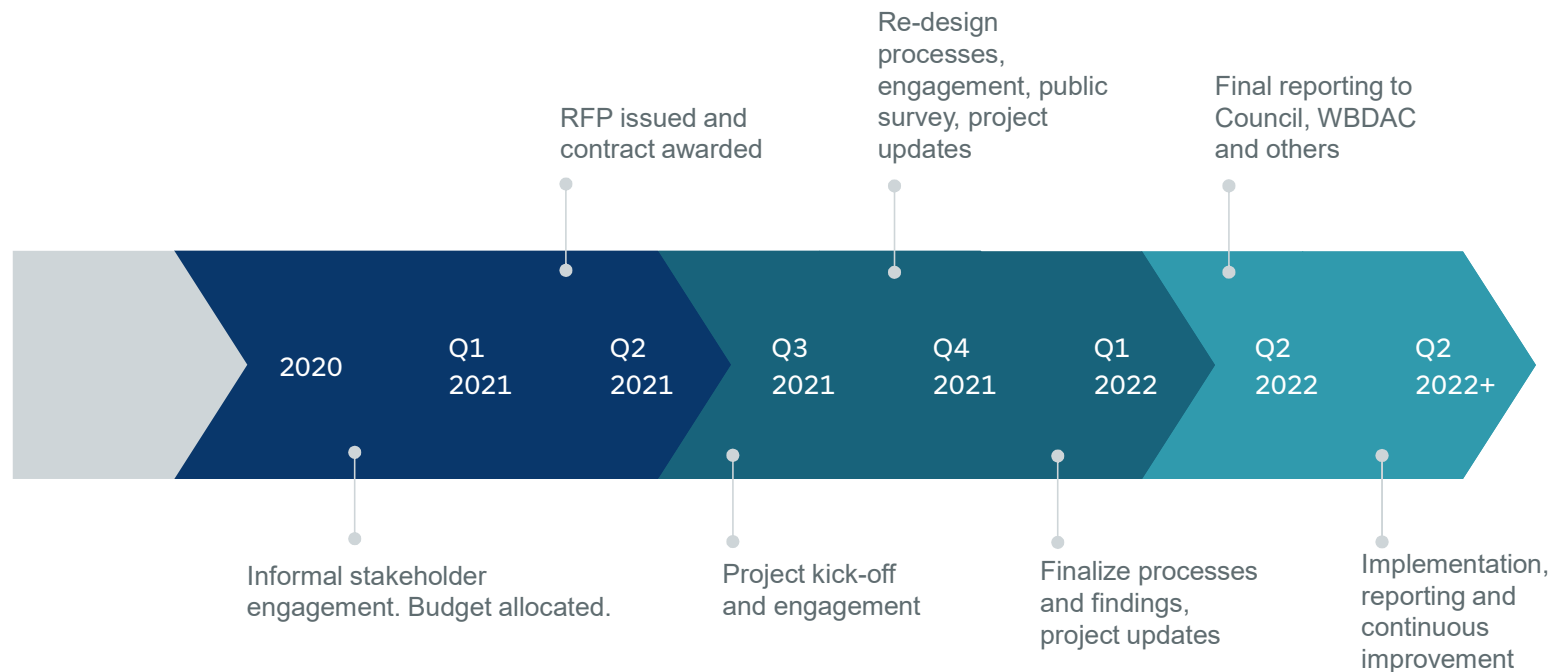
# PROJECT CONTEXT

- Three branches within Planning & Development
  - Community Development Planning
  - Safety Codes
  - Land Administration
- Thousands of customer interactions annually
- Real and perceived complaints
- Department, Council and Community all looking for improvement





# PROJECT TIMELINE



\* The Wood Buffalo Development Advisory Committee was engaged throughout the project and received regular updates at their monthly meetings



# PROJECT OBJECTIVES

**Our objectives are to enhance business processes to:**



Improve  
customer services



Reduce  
red tape



Better facilitate property  
improvement, investment  
and responsible growth



Reduce barriers  
to development



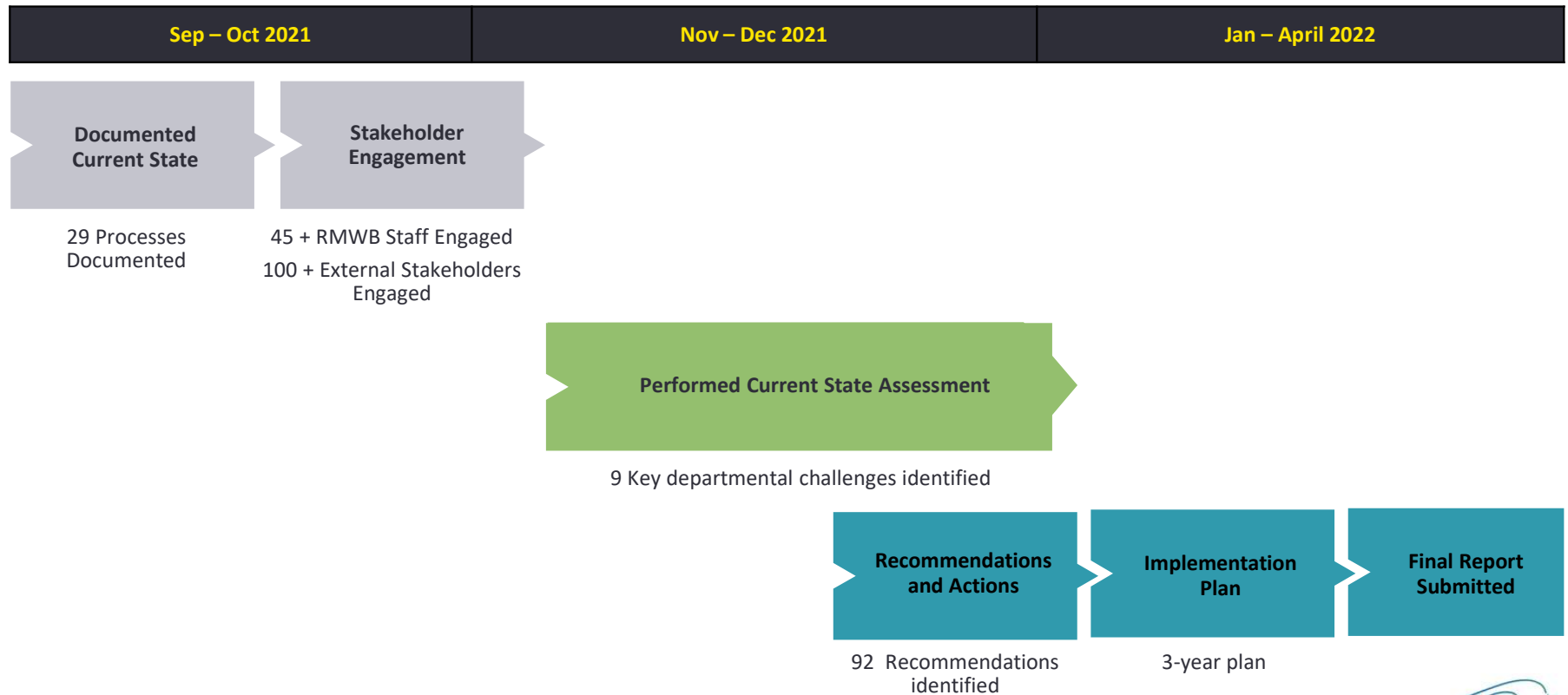
# PROJECT TEAM

- Brad McMurdo (Planning and Development)
- Amanda Haitas (Planning and Development)
- Dennis Vroom (Strategic Planning and Program Management)
- All Planning and Development Staff
- Rick Valdemarca (EY)



# PROJECT APPROACH

The recommended future state was developed by using this approach



# PROJECT AT A GLANCE


**3**

Project Goals Identified


**100+**

External Stakeholders Engaged


**45+**

RMWB Staff Engaged


**69**

Documents Reviewed


**29**

Business Processes Documented


**9**

Key Departmental Challenges Identified


**92**

Recommendations and Actions


**3**

Built 3-Year Implementation Plan


**15**

Potential KPI's Identified





# STAKEHOLDER ENGAGEMENT

External and internal stakeholder engagement was foundational to the project

EY conducted:

- **28** workshops and interviews with P&D staff
- **6** sessions with other RMWB departments that regularly interact with P&D
- **13** workshops with associations and organizations external to RMWB to ensure outside perspectives were incorporated

## Overview of External Stakeholder Groups Engaged

- Wood Buffalo Development Advisory Committee
- McMurray Métis
- Fort McKay Métis Nation
- Northeastern Alberta Aboriginal Business Association
- Fort McMurray Construction Association
- Fort McMurray Chamber of Commerce
- Fort McMurray Real Estate Board
- BILD Wood Buffalo
- Fort McMurray Wood Buffalo Economic Development and Tourism
- Business Stakeholders
- Public (via a survey and targeted follow up to participants who requested it)



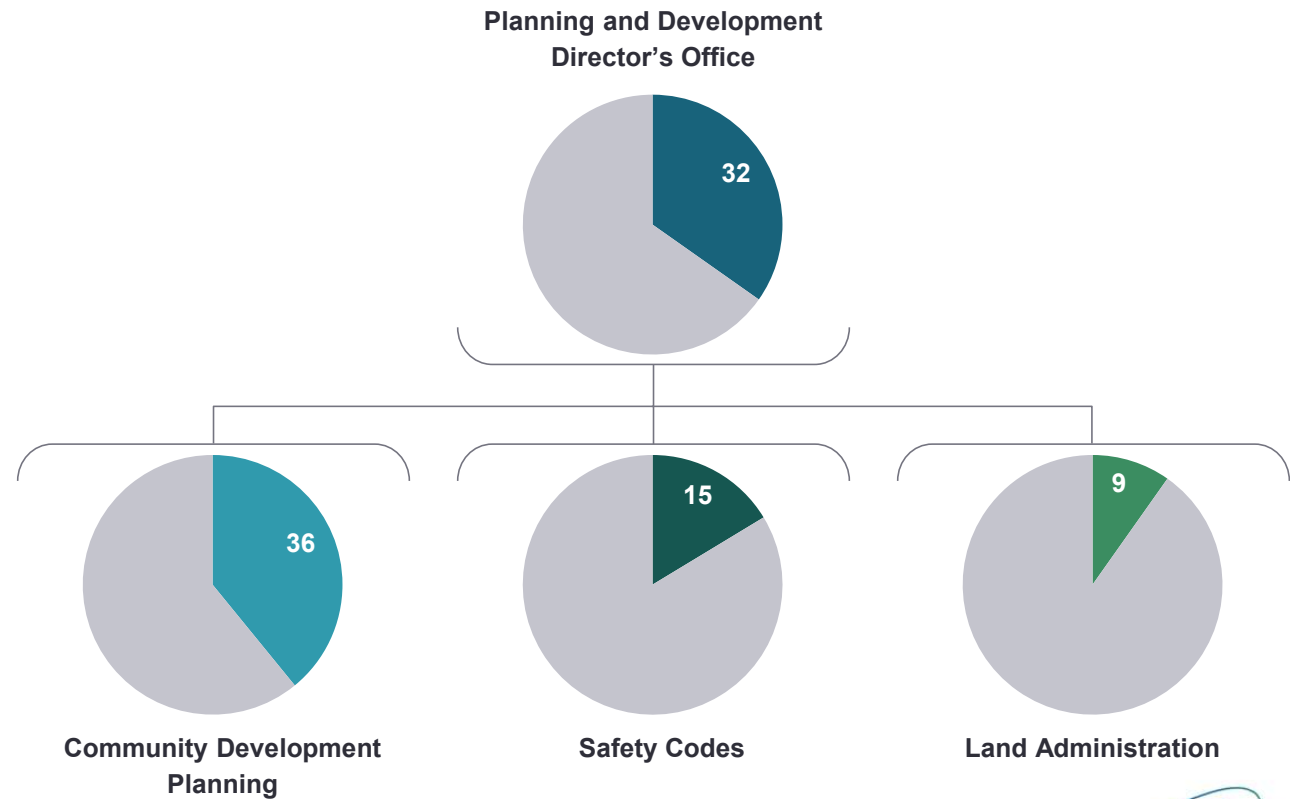
# 9 Departmental Challenges

Identified through a document review and stakeholder engagement, and themed into nine categories for ease of clarity and flow



# Recommendations and Actions

- In response to the 9 key departmental challenges, 92 recommendations were created.
- Over 300 actions were identified to fulfil the recommendations.
- Each Branch within the Planning & Development, along with the Director's Office, have been assigned responsibility to implement the recommendations.



# Implementation Plan

To help guide prioritization and sequencing

	Year 1							Year 2								Year 3				
P&D Director's Office	1	3	4	7	8	10	11	2	5	6	9	16	17	20	21	13	23	24	27	30
	12	14	15	18	19	25	28	22	26	29	32									
	31																			
Community Development Planning	34	35	41	46	47	48	49	33	36	39	40	42	44	64	67	37	38	43	45	
	50	51	52	53	54	55	56	68												
	57	58	59	60	61	62	63													
	65	66																		
Safety Codes	71	72	73	74	75	76	77	69	70											
	78	79	80	81	82	83														
Land Administration	85	87	88	89	90	91		84	86	92										



## NEXT STEPS

- Implement and monitor findings
- Report on progress including key performance indicators
- Continuous engagement with community, Indigenous partners and the Wood Buffalo Development Advisory Committee
- Continuous improvement





# Thank You



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO



**Subject: Public Art Policy PRC-170**

**APPROVALS:**

**Jody Butz**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Acting Interim Chief Administrative Officer

**Recommended Motion:**

THAT Public Art Policy PRC-170, dated September 27, 2022, as outlined in Attachment 1, be approved.

**Summary:**

Public Art is fundamental to building community identity and a sense of place that is unique to the region. The proposed amendment to the Public Art Policy stems from the adoption of the Public Art Plan on May 26, 2021.

The Public Art Policy PRC-170 updates the framework for the Public Art Program and sets guidelines for Percent-for-Art funding eligibility. Administrative processes were moved from the Policy to the Administrative Procedure.

**Background:**

The Municipal Public Art Policy PRL-160 was adopted by Council on July 9, 2014, as a one-year pilot. The Policy was approved for extension on September 8, 2015. The Policy established the Percent-for-Art funding strategy and outlined the management framework for the Public Art Program

Percent-for-Art funding is a widespread practice where a small percentage of capital project funding is set aside to support Public Art projects. The Public Art Reserve supports the direct cost of Public Art project delivery (i.e., artist fees, fabrication, and installation).

Council approved the Wood Buffalo Public Art Plan on May 26, 2021. The Plan calls for transformative change over a ten-year period and presents strategies and actions that require the approval of 0.5% percent of the total cost of all municipal capital construction projects. The amended Policy simplifies the allocation of funds to the Public Art Reserve. For comparison, the national average for Percent-for-Art Funding across Canada is 1 percent.

The key strategies of the Public Art Plan include:

- Public Art Ecosystem,
- Sustainable Structures and Supports,
- Engaged and Connected Community,
- Visible Indigenous Presence, and
- Vibrant Public Realm.

**Budget/Financial Implications:**

This Policy aligns with the Public Art Plan strategies and recommendations, including the allocation of 0.5 percent of the Capital Construction Budget.

**Rationale for Recommendation:**

Public Art supports the development of attractive and dynamic public spaces, creates opportunities for dialogue, and fosters civic pride and beautification. The Public Art Plan and implementation of the program complements several Municipal Plans by strengthening community identity and sense of place through the creation and display of art in the region.

The revised Policy provides additional clarity on the Percent-for-Art funding calculation that establishes the Public Art Reserve and supports the sustainability and growth of the Public Art Program and Collection.

**Strategic Plan Values:**

Fiscal Management  
Building Partnerships  
Rural and Indigenous Communities and Relationships  
Downtown Visualization

**Attachments:**

**1. Public Art Policy PRC-170**

**2. Public Art Policy PRC-170 Redlined**

# COUNCIL POLICY



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

Document Name: Public Art

Department Name: Community and Protective Services

Document Number: PRC-170

Effective Date: September 27, 2022

Next Revision Date: September 27, 2025

## **STRATEGIC PLAN LINKAGE**

- Fiscal Management

## **PURPOSE AND OBJECTIVE**

Public Art is fundamental to building community identity and a sense of place that is unique to the region. The Public Art Policy (the “Policy”) provides a Council framework for implementing the Wood Buffalo Public Art Plan. The Plan demonstrates commitment to a Public Art ecosystem with sustainable structures and supports that foster a connected community, visible Indigenous presence, and vibrant public realm. This Policy establishes and supports the Public Art Program and identifies financing requirements related to the Public Art Reserve for delivery of Public Art programs and projects.

## **GENERAL PRINCIPLES**

### **1. Definitions:**

- 1.1. “Acquisition” means the acquiring of Public Art through commission, purchase, donation, bequest, or Curatorial Process.
- 1.2. “Artist” means a person who:
  - a) is recognized as an artist;
  - b) possesses skill, training, and experience in their artistic discipline;
  - c) is active in and committed to their practice; and
  - d) has a history of public presentation.
- 1.3. “Conservation” means the care of Public Art, including a range of preventative measures and professional treatments.
- 1.4. “Curatorial Process” means the process through which a curator is engaged to develop a narrative and theme for a Public Art project and invites specific Artists to submit proposals, directly purchases Public Art, directly commissions Public Art, or manages an open competition for Artists.
- 1.5. “Indigenous Communities” means Indigenous communities located within the boundaries of the Regional Municipality of Wood Buffalo.

Attachment: 1. Public Art Policy PRC-170 [Revision 1] (Public Art Policy PRC-170)

- 1.6. "Maintenance" means the upkeep of Public Art as recommended in a maintenance package associated with an Acquisition or as otherwise determined by the Public Art Program.
- 1.7. "Municipal Public Art Collection" means an inventoried collection of Public Art owned and held in trust by the Municipality.
- 1.8. "Percent-for-Art" means the percentage of capital construction project costs, as approved by Council through the annual Municipal budget process, to be allocated to the Public Art Reserve.
- 1.9. "Public Art" means artistic and cultural expression as experienced in the public realm. Public art is a place-based creative practice. Unlike a singular, moveable art form, public art embraces a series of creative practices that encompass a variety of forms and approaches, temporary or permanent, that respond to and engage with specific sites and situations. The outcome of an Artist's creative practice can be part of the actual infrastructure of a physical built environment, or it can be part of the community engagement process of establishing or redeveloping an area, a place, or a space. Public Art can be a permanent or temporary space-specific work, it can form part of a festival, be a series of events, or be an intervention co-created with community.
- 1.10. "Public Art Committee" means the Council-appointed committee established through a bylaw for the purpose of advising Council on the implementation of the Public Art Program.
- 1.11. "Public Art Plan" or "Plan" means the Council-adopted Wood Buffalo Public Art Plan.
- 1.12. "Public Art Program" or "Program" means the program adopted by Council and supported through the Public Art Reserve for the purpose of developing, selecting, acquiring, and displaying the Municipal Public Art Collection.
- 1.13. "Public Art Reserve" means the monetary fund established to support activities of the Public Art Program.
- 1.14. "Public Art Workplan" or "Workplan" means an annual prioritized list that sets out Public Art Program areas and projects with associated budgets and approaches.

## 2. Responsibilities:

### 2.1. Council to:

- 2.1.1. approve this Policy and any future amendments, as required;
- 2.1.2. annually approve allocations to the Public Art Reserve;
- 2.1.3. appoint members to the Public Art Committee; and
- 2.1.4. consider and support the annual Public Art Workplan.

### 2.2. Chief Administrative Officer (CAO) to:

- 2.2.1. recommend any amendments to this Policy;
- 2.2.2. support implementation of this Policy; and
- 2.2.3. support staffing requirements to deliver the Public Art Program.

### 3. General Procedures

#### 3.1. Public Art Program:

- 3.1.1. The Municipality will implement a sustainable and responsive funding strategy for the management and growth of the Public Art Program.
- 3.1.2. For the general benefit of the community, the Municipality will increase the presence of Public Art and build integrity of the Public Art Program through comprehensive standards, procedures, and processes.
- 3.1.3. The Public Art Program will honour Indigenous Communities and cultural ways of knowing.
- 3.1.4. The Public Art Program cultivates an inclusive community where all cultural traditions and expressions are respected, promoted, and equitably resourced and also acknowledges the distinctiveness of communities, people, and cultures.

#### 3.2. Public Art Reserve:

- 3.2.1. The Municipality will support Public Art through a Percent-for-Art sustainable funding model that allocates a small percentage of capital funds toward the Public Art Reserve.
- 3.2.2. The Municipality will allocate to the Public Art Reserve one-half of a percent (0.5%) of the annual construction costs of approved Capital Projects.
- 3.2.3. The Public Art Reserve will hold all Percent-for-Art funds with such funds being utilized to commission Public Art at the associated capital project site or an alternative site.
- 3.2.4. The Public Art Reserve should be applied to support a diversity of accessible Public Art opportunities throughout the Municipality.
- 3.2.5. The Public Art Reserve will support the Conservation of Public Art.
- 3.2.6. Where budgeted funds are not spent or allocated in their entirety within a budget year, such funds will remain in the Public Art Reserve.

#### 3.3. Public Art Workplan:

- 3.3.1. An annual Public Art Workplan will be developed in consultation with Municipal departments and the Public Art Committee.
- 3.3.2. The Workplan will align with the goals and objectives of the Public Art Program and be presented to Council in the first quarter.
- 3.3.3. The Workplan will identify the year's Program initiatives. If approved, funds are to come from the Public Art Reserve.

### 4. Rescind and Replace

This Policy rescinds and replaces the Municipal Public Art Policy PRL-160, dated September 8, 2015.



**APPROVAL**

This Policy was approved by Council. It will be reviewed not later than its next Revision Date to determine its effectiveness and appropriateness. It may be assessed before that time, as necessary.

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Sandy Bowman, Mayor

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Jade Brown, Chief Legislative Officer

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Date

**SUPPORTING REFERENCES AND POSITION RESPONSIBLE**

Legal References:	Copyright Act, RSC 1985, c C-42 Municipal Government Act, RSA 2000, c M-26
Cross References:	Fiscal Responsibility Policy FIN-160 Public Art Administrative Procedure PRC-170-P01 Wood Buffalo Public Art Plan 2021-2030
Position Responsible:	Director, Community and Protective Services

**COUNCIL POLICY DETAILS AND REVISION HISTORY**

<b>Date</b>	<b>Action</b>	<b>Description</b>
July 9, 2014	Introduction	New Municipal Public Art Policy PRL-160.
September 8, 2015	Revision – Minor	Extension of Policy term.
September 27, 2022	Revision – Substantive	Public Art Policy PRC-170 rescinds and replaces Municipal Art Policy PRL-160. Changes were made to definitions, responsibilities, and procedures. Cross references were added. The format was revised to meet requirements for the new Policy template.

# COUNCIL POLICY



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

Document Name: ~~Municipal~~ Public Art ~~Policy~~

Department Name: Community ~~and Protective~~ Services ~~Department~~

Document Number: ~~PRL-160~~ PRC-170

Effective Date: ~~January 1, 2015~~  
September 27, 2022

Next Revision Date: ~~January 1, 2016~~  
September 27, 2025

## STRATEGIC PLAN LINKAGE

- Fiscal Management

## STATEMENT

~~The Municipal Public Art Program will develop a dynamic collection of art that celebrates Wood Buffalo's culture, history, and people, while enhancing the visual and aesthetic impact of the region.~~

## PURPOSE AND OBJECTIVE

~~Public Art is vital to the cultural fabric and streetscapes of creative cities. This policy provides the framework for developing public art that:~~

- ~~1. Builds a visually rich environment;~~
- ~~2. Plays a role in attracting creative businesses and workers;~~
- ~~3. Develops, promotes and supports local artistic talent;~~
- ~~4. Reflects the diverse cultural character and heritage of the region;~~
- ~~5. Encourages the growth of a culturally informed public;~~
- ~~6. Supports diverse approaches to public art, reflecting national and international standards (including permanent and temporary works, integrated art and design collaborations and new media art);~~
- ~~7. Achieves high standards of excellence in the selection and commissioning of public art; and~~
- ~~8. Is reflective of current best practices.~~

Public Art is fundamental to building community identity and a sense of place that is unique to the region. The Public Art Policy (the "Policy") provides a Council framework for implementing the Wood Buffalo Public Art Plan. The Plan demonstrates commitment to a Public Art ecosystem with sustainable structures and supports that foster a connected community, visible Indigenous presence, and vibrant public realm. This Policy establishes and supports the Public Art Program and identifies financing requirements related to the Public Art Reserve for delivery of Public Art programs and projects.

**GENERAL PRINCIPLES/PROCEDURES****1. Definitions:**

- 1.1. "Acquisition" means the acquiring of Public Art through commission, purchase, donation, bequest, or Curatorial Process.
- 1.2. "Artist" means- a person who:
  - a) is ~~critically~~ recognized as an artist;
  - b) possesses skill, training, and experience in ~~his or her~~ their artistic discipline;
  - c) is active in and committed to ~~his or her~~ their practice; and
  - d) has a history of public presentation.
- ~~1.2 — CAO — means the Chief Administrative Officer of the Municipality within the meaning of the Municipal Government Act, or their delegate.~~
- ~~1.3 — Community — a group of people brought together including geography, tradition, culture, or spirit.~~
- ~~1.4 — Community Services Department — the department of the Regional Municipality of Wood Buffalo that provides programs and services that aid in community development, education and outreach.~~
- 1.3. "Conservation" means the care of Public Art ~~— relates to the care of objects~~, including a range of preventive measures and professional treatments.
- ~~1.6 — Council — means the Council of the Regional Municipality of Wood Buffalo.~~
- 1.4. "Curatorial Process" means the process through which a curator is engaged to develop a narrative and theme for a Public Art project and invites specific Artists to submit proposals, directly purchases Public Art, directly commissions Public Art, or manages an open competition for Artists.
- ~~1.7 — Deaccession — the procedure undertaken to permanently remove a piece of artwork from the public art collection.~~
- ~~1.8 — Education and Outreach — the process by which citizens are engaged in meaningful ways by the Municipality's public art collection. It involves promoting an appreciation for public art; raising the profile of the Municipal Public Art Program; and encouraging the participation of the Wood Buffalo art community.~~
- 1.5. "Indigenous Communities" means Indigenous communities located within the boundaries of the Regional Municipality of Wood Buffalo.
- 1.6. "Maintenance" means the upkeep of Public Art as recommended in a maintenance package associated with an Acquisition or as otherwise determined by the Public Art Program.
- 1.7. "Municipal Public Art Collection" means an inventoried collection of Public Art owned and held in trust by the Municipality.

- 1.8. “Percent-for-Art” means the percentage of capital construction project costs, as approved by Council through the annual Municipal budget process, to be allocated to the Public Art Reserve.
- 1.9. “Public Art” means artistic and cultural expression as experienced in the public realm. Public art is a place-based creative practice. Unlike a singular, moveable art form, public art embraces a series of creative practices that encompass a variety of forms and approaches, temporary or permanent, that respond to and engage with specific sites and situations. The outcome of an Artist’s creative practice can be part of the actual infrastructure of a physical built environment; or it can be part of the community engagement process of establishing or redeveloping an area, a place, or a space. It can be a permanent or temporary, space-specific work; it can form part of a festival, be a series of events, or be an intervention co-created with community. ~~–art that is created for, or located in, a public space that is accessible to the general public. Public art includes temporary or permanent works that are located in the public domain and created in any form, including:~~
- ~~1.9.1. — Artworks created for specific locations;~~
  - ~~1.9.2. — Exhibits/performances/artwork installations;~~
  - ~~1.9.3. — The integration of art and architecture;~~
  - ~~1.9.4. — Collaboration of artists with architects, landscape architects, urban designers, planners and engineers to create unique environments or features, which integrate art into the urban fabric of the region (e.g., glass or water features, landscape elements, paving, furniture, and parts of buildings, sound and light works, earthworks, works that address design concerns of environmental systems such as waterways, garbage disposal, recycling facilities and landfills);~~
  - ~~1.9.5. — Artworks produced through the involvement of the community; and~~
  - ~~1.9.6. — Public art does not include exhibit art or historical treasures.~~
- 1.10. “Public Art Committee” means the ~~–is a~~ Council-appointed Committee, established through a bylaw, for the purpose of advising Council ~~and making decisions~~ on the implementation of the Municipal Public Art Program.
- 1.11. “Public Art Plan” or “Plan” means the Council-adopted Wood Buffalo Public Art Plan.
- 1.12. ~~“Municipal Public Art Program” or “Program” means the program adopted by Council and supported through the Public Art Reserve for the purpose of developing, selecting, acquiring, and displaying the Municipal Public Art Collection. –artworks, initiated and commissioned by the Municipality, for temporary or permanent installations to enable the integration of professionally adjudicated public art projects into public spaces.~~
- ~~1.10 — Municipality means the Regional Municipality of Wood Buffalo.~~
- ~~1.11 — New Media Arts — encompasses artworks created with new media technologies, including digital art, computer graphics, computer animation, virtual art, internet art, interactive art, computer robotics and art as biotechnology.~~
- ~~1.12 — Public Art Guidelines — the public art guidelines will be developed by the Community Services Department in consultation with other internal department and the Public Art Committee. The guidelines will include, but are not limited to, a detailed municipal~~

~~public art plan; site considerations; Request for Proposals; selection process; art documentation; and private developer contribution and participation procedures.~~

~~1.13 Public Art Inventory – a database, managed by the Municipality, that documents all current public art pieces, including their locations, related dates, didactic information, and any other related information deemed necessary to manage the Program.~~

1.13. “Public Art Reserve” ~~Fund~~ means the monetary fund established to support the acquisition and expansion activities of the Municipal Public Art Program. ~~Funding will be acquired through .5 percent of eligible municipal capital projects.~~

1.14. “Public Art Workplan” or “Workplan” means an annual prioritized list that sets out Public Art Program areas and projects with associated budgets and approaches.

~~1.14 Public Art Selection Panel – a panel of jurors will evaluate artist proposals for specific public art commissions. The criteria for each panel will vary and be based on art selection methods and project objectives. The Municipality will develop an established set of criteria to evaluate public art submissions. Depending on the scope of the project, the public art selection panel would be comprised of five (5) to seven (7) jury members appointed by the CAO or his delegate.~~

~~1.15 Public Spaces – areas frequented by the general public which could include, but is not limited to, parks, boulevards, streets, bridges, exteriors and interiors of municipally owned buildings.~~

~~1.16 Volunteer – an individual working on behalf of others without receiving financial or material gain.~~

## 2. Responsibilities:

### 2.1 Council to:

- 2.1.1 approve this Policy and any future amendments, as required; and
- 2.1.2 annually approve allocations to the Public Art Reserve;
- 2.1.3 appoint members to the Public Art Committee; and ~~to advise on the management of the Municipal Public Art Program.~~
- 2.1.4 consider and support the annual Public Art Workplan.

### 2.2 Chief Administrative Officer (CAO) to:

- 2.2.1 recommend any amendments to this Policy;
- 2.2.2 support implementation of this Policy; and
- 2.2.3 support staffing requirements to deliver the Public Art Program.

### ~~2.3 Senior Leadership Team:~~

- ~~2.3.1 support the implementation of this Policy.~~

### 2.4 Executive Director:

- ~~2.4.1 ensure procedures for the Municipality's Municipal Public Art Program are followed; and~~



~~2.4.2 ensure the proper financial management and internal controls are implemented.~~

## **~~2.5 Operating Departments:~~**

~~2.5.1 ensure that the Municipal Public Art Policy is carried out in accordance with the Policy and procedures herein.~~

## **3. General Procedures:**

### **3.1 Public Art Program:**

- 3.1.1 The Municipality will implement a sustainable and responsive funding strategy for the management and growth of the Public Art Program.
- 3.1.2 For the general benefit of the community, the Municipality will increase the presence of Public Art and build integrity of the Public Art Program through comprehensive standards, procedures, and processes.
- 3.1.3 The Public Art Program will honour Indigenous Communities and cultural ways of knowing.
- 3.1.4 The Public Art Program cultivates an inclusive community where all cultural traditions and expressions are respected, promoted, and equitably resourced and also acknowledges the distinctiveness of communities, people, and cultures.

### **3.2 Public Art Reserve:**

- 3.2.1 The Municipality will support Public Art through a Percent-for-Art sustainable funding model that allocates a small percentage of capital funds toward the Public Art Reserve.
- 3.2.2 The Municipality will allocate to the Public Art Reserve one-half of a percent (0.5%) of the annual construction costs of approved Capital Projects.
- 3.2.3 The Public Art Reserve will hold all Percent-for-Art funds with such funds being utilized to commission Public Art at the associated capital project site or an alternative site.
- 3.2.4 The Public Art Reserve should be applied to support a diversity of accessible Public Art opportunities throughout the Municipality.
- 3.2.5 The Public Art Reserve will support the Conservation of Public Art.
- 3.2.6 Where budgeted funds are not spent or allocated in their entirety within a budget year, such funds will remain in the Public Art Reserve.

### **3.3 Public Art Workplan**

- 3.3.1 An annual Public Art Workplan will be developed in consultation with Municipal departments and the Public Art Committee.
- 3.3.2 The Workplan will align with the goals and objectives of the Public Art Program and be presented to Council in the first quarter.
- 3.3.3 The Workplan will identify the year's Program initiatives. If approved, funds are to come from the Public Art Reserve.

### **~~3.4 Implementation Details:~~**

~~3.4.1 Percent for public art allocations and municipal funding strategy~~

~~The "percent for art" funding mechanism will be used for the acquisition of public art for the Municipal Public Art Program. The Municipality will allocate .5 percent of the total cost of eligible municipal capital projects over \$1 Million for the procurement of public art.~~

~~A Public Art Reserve Fund will be created for the approved funds. The funds may be utilized to commission public art at the capital project site or at an alternative site. If funds are not used in their entirety within the given year, they will be held in the Reserve Fund for the commissioning of art at a later date.~~

~~The Community Services Department, in consultation with other impacted municipal departments, will identify and determine on-site locations and funding amounts for all eligible municipal capital projects.~~

~~Eligible capital projects include:~~

- ~~3.4.1.1 New building construction;~~
- ~~3.4.1.2 Major additions to existing buildings;~~
- ~~3.4.1.3 Park development projects;~~
- ~~3.4.1.4 New road developments; and~~
- ~~3.4.1.5 New engineering structures.~~

~~This policy does not apply to:~~

- ~~3.4.1.6 General operating upgrades to roads, in-ground water, sewer, or drainage;~~
- ~~3.4.1.7 Demolition projects; and~~
- ~~3.4.1.8 Capital equipment.~~

~~For eligible municipal capital projects, allocations are based on the design and projected construction costs of capital projects, and exclude costs associated with land purchase, building demolition, furnishings and other soft costs (i.e., administration, fees and permits, interest, professional and legal fees, and advertising costs).~~

~~To ensure the proper care and maintenance of the public art collection, a portion of the annual Community Services Department's Operating Budget will be allocated for the conservation of artwork and the operational requirements of the Public Art Committee. The amount of funding for artwork conservation will be determined by yearly assessments on the physical condition of artworks in the Public Art Collection.~~

### **3.5 Management Framework for the Public Art Program**

#### **3.5.1 Public Art Committee**

~~A Council Committee, established through a bylaw, comprised of members representing the arts, design and general community who will make decisions on the implementation of the Municipal Public Art Program.~~

#### **3.5.2 Community Services Department**

~~The Community Services Department will be responsible for managing the Municipal Public Art Program, including developing program guidelines; identifying site locations for artwork; disseminating Requests for Proposals;~~

~~coordinating public art selection panels; and the administration and disbursal of program funds as approved by Council. Other municipal departments will be consulted about site locations and public art commissions on a project by project basis.~~

#### ~~3.5.3 — Artwork Selection~~

~~Successful artists will enter into a contract with the Regional Municipality of Wood Buffalo. Such a contract shall include provisions for licensing, insurance requirements and subsequent use of artworks.~~

#### ~~3.5.4 — Deaccession~~

~~The Municipality may deaccession artworks from the public art inventory if the work meets the deaccession guidelines by the Public Art Committee.~~

## **4. Rescind and Replace**

This Policy rescinds and replaces the Municipal Public Art Policy PRL-160, dated September 8, 2015.

**APPROVAL MANAGEMENT AND REFERENCES**

This Policy was approved by Council. It ~~shall~~ will be reviewed not later than its next revision in ~~one (1)~~ year from its effective date to determine its effectiveness and appropriateness. ~~This policy~~ It may be assessed before that time, as necessary ~~to reflect organizational change~~.

\_\_\_\_\_  
Sandy Bowman, Mayor

\_\_\_\_\_  
Jade Brown, Chief Legislative Officer

\_\_\_\_\_  
Date

~~Approving Authority:~~

~~Council~~

~~Approval Date:~~

~~July 9, 2014~~

~~Review Approval Dates:~~

~~Review Due:~~

~~January 1, 2017~~

~~Policy Manager:~~

~~Carole Bouchard, Director, Community Services,  
Department~~

~~Department Contact:~~

~~Director, Community Services, Department~~

~~Legal References:~~

~~Gross References:~~

**SUPPORTING REFERENCES AND POSITION RESPONSIBLE**

Legal References:	Copyright Act, RSC 1985, c C-42 Municipal Government Act, RSA 2000, c M-26
Cross References:	Fiscal Responsibility Policy FIN-160 Public Art Administrative Procedure PRC-170-P01 Wood Buffalo Public Art Plan
Position Responsible:	Director, Community and Protective Services

**COUNCIL POLICY DETAILS AND REVISION HISTORY**

Date	Action	Description
July 9, 2014	Introduction	New Municipal Public Art Policy PRL-160.
September 8, 2015	Revision – Minor	Extension of Policy term.
September 27, 2022	Revision – Substantive	Public Art Policy PRC-170 rescinds and replaces Municipal Art Policy PRL-160. Changes were made to definitions, responsibilities, and procedures. Cross references were added. The format was revised to meet requirements for the new Policy template.



**Subject: Municipally Sponsored Ceremonies Policy PRC-120**

**APPROVALS:**

**Jody Butz**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Acting Interim Chief Administrative Officer

**Recommended Motion:**

THAT Municipally Sponsored Ceremonies Policy PRC-120, dated September 27, 2022, as outlined in Attachment 1, be approved.

**Summary:**

The Regional Municipality of Wood Buffalo (the Municipality) is committed to celebrating regional successes. One of the ways the Municipality demonstrates this commitment is by officiating at ground-breaking, ribbon-cutting, dedication/grand opening, naming, and renaming ceremonies for facilities funded in whole or in part by the Municipality that will service the citizens of the region.

The *Municipally Sponsored Ceremonies Policy - PRC-120* establishes guidelines for Formal Ceremonies officiated by Council or other representatives of the Municipality, ensuring that any such events are guided by appropriate directives and best practices. This *Municipally Sponsored Ceremonies Policy* (the Policy) was originally approved by Council in April 2016 and is before Council as part of the regular organizational policy review process.

**Background:**

In 2016, Council passed a policy to govern how the Municipality celebrates ground-breaking and ribbon-cutting ceremonies. While the policy focused primarily on the start of new capital projects and official openings of new or renovated facilities owned by the municipality, it also included other events like naming ceremonies, plaque and statue dedications and milestone anniversaries.

As part of the update of this Policy, Administration identified a need to be more general and flexible in the commemorative activities to which the policy applied. This is primarily reflected in the policy name being changed to the broader title of "Municipally Sponsored Ceremonies" and the Eligibility Criteria, outlined in Section 3.1. While activities such as a ground-breaking or ribbon-cutting are still referenced in that section, item 3.1.2.7 - *Commemorative activities at other special events* - is intended to create



flexibility in the policy and accommodate ceremonies that may not be specifically identified at the time of the policy's implementation.

In addition to the above, sections of the 2016 version of the Policy are now captured in the Municipally Sponsored Ceremonies Administrative Procedure to reflect the Municipality's current governance practices as it relates to Council Policies and Administrative Procedures. These sections include guidelines of when activities, such as a ground-breaking or ribbon-cutting, should be scheduled in relation to the start or completion of a project, as well as not scheduling ceremonies within 60 days of municipal election.

**Budget/Financial Implications:**

There are no immediate budgetary or financial implications directly associated with the implementation of the Policy. As part of incorporating municipally sponsored ceremonies into capital or operational projects, there will be some budgetary requirements. These expenses will be accounted for in project and/or departmental budgets and vary depending on the scope of the project and ceremony

**Rationale for Recommendation:**

This Policy provides governance structure and best practices to guide Administration in the development and implementation of municipally sponsored ceremonies that celebrate and commemorate regional successes and milestones. It updates and improves upon the existing Policy, and aligns with the Municipality's current practices.

**Strategic Plan Values:**

Building Partnerships

**Attachments:**

- 1. Municipally Sponsored Ceremonies Policy PRC-120**
- 2. Municipally Sponsored Ceremonies Policy PRC-120 (Redlined Version)**

# COUNCIL POLICY



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

Document Name: Municipally Sponsored Ceremonies

Department Name: Communications and Engagement

Document Number: PRC-120

Effective Date: September 27, 2022

Next Revision Date: September 27, 2025

## **STRATEGIC PLAN LINKAGE**

- Building Partnerships

## **PURPOSE AND OBJECTIVE**

The Regional Municipality of Wood Buffalo is committed to celebrating regional successes. One of the ways the Municipality demonstrates this commitment is by officiating at Ground-breaking, Ribbon-cutting, Dedication/Grand Opening, Naming, and Renaming Ceremonies for Facilities funded in whole or in part by the Municipality that will serve the citizens of the region.

The purpose of the Municipally Sponsored Ceremonies Policy (the “Policy”) is to establish guidelines for Formal Ceremonies officiated by Council or other representatives of the Municipality. This Policy ensures that any such events are guided by appropriate directives and best practices.

## **GENERAL PRINCIPLES**

### **1. Definitions:**

- 1.1. “Ceremony” or “Formal Ceremony” means an event that is Municipally Sponsored in honour of a Municipal Facility.
- 1.2. “Dedication” or “Grand Opening” means a Ceremony that commemorates the completion and opening of a new Facility or major renovation/addition.
- 1.3. “Facility” means a building, wing of a building, structure, indoor or outdoor area, park, arena, recreation centre, cemetery, Public Landmark, road, street, trail, or bridge located in the Municipality and owned by the Municipality.
- 1.4. “Ground-breaking” means a Ceremony to celebrate the start of the construction of a new Facility or expansion.
- 1.5. “Municipally Sponsored” means Municipal funds make up any portion of the money required to establish the facility or organization operating within the Facility.
- 1.6. “Naming” means a Ceremony that officially recognizes a Facility being named.
- 1.7. “Public Landmark” means a public place or structure that has been formally recognized by Council to have significant local meaning.

- 1.8. “Renaming” means a Ceremony held to celebrate the assignment of a new name to an existing Facility. A Renaming does not normally include a Ribbon-cutting.
- 1.9. “Ribbon-cutting” means a Ceremony where a physical ribbon is cut to emphasize the opening of a Facility.
- 1.10. “Soft Opening” means the opening of a Facility in which there is no Formal Ceremony officiated by Council or other representatives of the Municipality.

## 2. Responsibilities:

### 2.1. Council to:

- 2.1.1. approve this Policy; and
- 2.1.2. approve any future amendments to this Policy.

### 2.2. Chief Administrative Officer (CAO) to:

- 2.2.1. support the implementation of this Policy;
- 2.2.2. approve any related Administrative Procedures; and
- 2.2.3. ensure that any related Administrative Procedure stipulates that Council is to be invited to participate in any event under the scope of this Policy.

### 2.3. Senior Leadership Team to:

- 2.3.1. support the implementation of this Policy; and
- 2.3.2. recommend any amendments to this Policy, as required.

### 2.4. Directors to:

- 2.4.1. communicate, implement, and deliver this Policy, and any related Administrative Procedures or guidelines, as required; and
- 2.4.2. develop a notice for any event under the scope of this Policy, as required, and include the event plan and budget for Council’s information.

## 3. General Procedures:

### 3.1. Eligibility Criteria:

- 3.1.1. Any Facility owned or funded by the Municipality is eligible to host a Formal Ceremony.
- 3.1.2. Formal Ceremonies may include, but are not limited to, events such as:
  - 3.1.2.1. Ground-breaking Ceremonies for Municipally Sponsored Facilities;
  - 3.1.2.2. Naming and Renaming Ceremonies for Municipally Sponsored Facilities;
  - 3.1.2.3. Dedication/Grand Opening or re-opening Ceremonies for new, refurbished, expanded, renovated, or relocated Municipally Sponsored Facilities;
  - 3.1.2.4. Ribbon-cutting Ceremonies for the opening of Municipally Sponsored Facilities;

- 3.1.2.5. Public Landmark, plaques, and statue commemorations;
  - 3.1.2.6. Milestone anniversaries of Municipally Sponsored Facilities; and
  - 3.1.2.7. Commemorative activities at other special events.
- 3.1.3. This Policy does not apply to Soft Openings for Municipally Sponsored Facilities, although Council may at its discretion direct Administration to hold an event as part of a Soft Opening.

#### 4. Rescind and Replace

This Policy rescinds and replaces the Municipally Sponsored Ground-breaking and Ribbon-cutting Ceremony Policy COM-120, dated April 26, 2016.

#### **APPROVAL**

This Policy was approved by Council. It will be reviewed not later than its next Revision Date to determine its effectiveness and appropriateness. It may be assessed before that time, as necessary.

\_\_\_\_\_  
Sandy Bowman, Mayor

\_\_\_\_\_  
Jade Brown, Chief Legislative Officer

\_\_\_\_\_  
Date

**SUPPORTING REFERENCES AND POSITION RESPONSIBLE**

Legal References:

Cross References:       Municipally Sponsored Ceremonies Administrative Procedure  
PRC-120-P01

Position Responsible:    Director, Communications and Engagement

**COUNCIL POLICY DETAILS AND REVISION HISTORY**

<b>Date</b>	<b>Action</b>	<b>Description</b>
April 26, 2016	Implementation	New Policy to support the Strategic Plan.
September 27, 2022	Revision – Substantive	Revisions included a change to the Policy prefix from COM to PRC, additional definitions, and changes to the Responsibilities and General Procedures sections. When required, information was moved from the Policy to the Administrative Procedure to better align with document purpose and requirements.

# COUNCIL POLICY



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO

~~Policy Document~~ ~~Municipally Sponsored Ground-breaking and Ribbon-cutting Ceremony~~  
Name: ~~Policy Municipally Sponosered Cermonies~~  
Department Name: Communications and ~~Stakeholder Relations Engagement~~  
Document Number: ~~GOM-120 PRC-120~~  
Effective Date: ~~April 26, 2016~~ Next Revision Date: ~~April 26, 2019~~  
~~September 27, 2022~~ ~~September 27, 2025~~

## STRATEGIC PLANNING LINKAGE

~~This Policy supports the first pillar of the Municipality's Strategic Plan -- Building Responsible Government by ensuring consistency and continuity of the Municipality's policies and procedures.~~

- Building Partnerships

## POLICY STATEMENT PURPOSE AND OBJECTIVE

The Regional Municipality of Wood Buffalo is committed to celebrating regional successes. ~~through formal ceremony, at the start of new capital projects, and at official openings of any new or renovated Facility owned by the Municipality.~~ One of the ways the Municipality ~~will demonstrate~~ this commitment is by officiating at by leading Ground-breaking, Ribbon-cutting, Dedication/Grand Opening, and Naming, and Renaming Ceremonies for Facilities funded in whole or in part by the Municipality that will serve the citizens of the region. ~~when appropriate.~~

The purpose of ~~this the Municipally Sponsored Ceremonies Policy (the "Policy")~~ policy is to establish guidelines for ~~ground-breaking, ribbon-cutting, dedication and naming~~ Formal Ceremonies officiated by Council ~~and/or other municipal~~ representatives. of the Municipality. This Policy ensures that any such events are guided by appropriate directives and best practices.

~~The objective of this policy is to ensure that any such celebratory and commemorative events that involve Council and/or other municipal representatives are guided by appropriate directives, guidelines and best practices.~~

~~This policy applies to any Facility owned by the Municipality and may include events such as:~~

- ~~1. Official opening ceremonies of a new or refurbished Facility;~~
- ~~2. Ground-breaking ceremonies for a Facility;~~
- ~~3. Celebrations of major expansions/renovations/relocations;~~
- ~~4. Naming ceremonies or renaming of a Facility;~~
- ~~5. Plaques and statue commemorations;~~
- ~~6. Milestone anniversaries (e.g., 5 year, 10 year, 25 year, etc.);~~



## **GENERAL PRINCIPLES**

### **1. Definitions:**

- 1.1. "Ceremony" or "Formal Ceremony" means an event that is Municipally Sponsored in honour of a Municipal Facility.
- 1.2. "Dedication" or "Grand Opening" means a Ceremony that commemorates the completion and opening of a new Facility or major renovation/addition.
- 1.3. "Facility" ~~means includes~~ a building, wing of a building, structure, indoor or outdoor area, park, arena, recreation centre, cemetery, **Public Landmark**, road, street, trail, or bridge located in the Municipality and owned by the Municipality.
- 1.4. "Ground-breaking" means a Ceremony to celebrate the start of the construction of a new Facility or expansion.
- 1.5. "Municipally Sponsored" means Municipal funds make up any portion of the money required to establish the facility or organization operating within the Facility.
- 1.6. "Naming" means a Ceremony that officially recognizes a Facility being named.
- 1.7. "Public Landmark" means a public place or structure that has been formally recognized by Council to have significant local meaning.
- ~~1.8. "Official Opening" refers to the opening of a Facility in which there is a formal ceremony officiated by Council and/or other municipal representatives.~~
- 1.9. "Renaming" means a Ceremony held to celebrate the assignment of a new name to an existing Facility. A Renaming does not normally include a Ribbon-cutting.
- 1.10. "Ribbon-cutting" means a Ceremony where a physical ribbon is cut to emphasize the opening of a Facility.
- 1.11. "Soft Opening" ~~refers to means~~ the opening of a Facility in which there is no **Formal Ceremony** officiated by Council ~~and/or other municipal~~ representatives of the Municipality.

### **2. Responsibilities:**

- 2.1. **Council to:**
  - 2.1.1. approve this **Policy**; and
  - 2.1.2. approve any future amendments ~~as required~~ to this **Policy**.
- 2.2. **Chief Administrative Officer (CAO) to:**
  - 2.2.1. support ~~the~~ implementation of this **Policy**;
  - 2.2.2. approve any related **Administrative Directives**; and
  - 2.2.3. ensure that any related **Administrative** ~~directive~~ **Procedure** stipulates that Council is to be invited to participate in any event under the scope of this **Policy**.

~~2.3. Deputy Chief Administrative Officer and Executive Directors to: Senior Leadership Team to:~~

- ~~2.3.1. support the implementation of this Policy; and~~
- ~~2.3.2. recommend any amendments to this Policy, as required.~~

~~2.4. Directors to:~~

- ~~2.4.1. communicate, implement, and deliver this Policy, and any related Administrative Procedures or directives and other related guidelines, as required; and~~
- ~~2.4.2. develop a briefing note notice for an event under the scope of this Policy, as required, outlining and include the event plan and budget for Council's information.~~

~~2.5. Departments that will occupy and/or manage the Facility:~~

- ~~2.5.1. Make suggestions for showcasing the Facility and any programs, services and activities associated with the Facility.~~

**3. General Procedures:**

**3.1. Eligibility Criteria:**

- ~~3.1.1. Any Facility owned or funded by the Municipality is eligible to host a Formal Ceremony.~~
- ~~3.1.2. Formal Ceremonies may include, but are not limited to, events such as:
 
  - ~~3.1.2.1. Ground-breaking Ceremonies for Municipally Sponsored Facilities;~~
  - ~~3.1.2.2. Naming and Renaming Ceremonies for Municipally Sponsored Facilities;~~
  - ~~3.1.2.3. Dedication/Grand Opening or re-opening Ceremonies for new, refurbished, expanded, renovated, or relocated Municipally Sponsored Facilities;~~
  - ~~3.1.2.4. Ribbon-cutting Ceremonies for the opening of Municipally Sponsored Facilities;~~
  - ~~3.1.2.5. Public Landmark, plaques, and statue commemorations;~~
  - ~~3.1.2.6. Milestone anniversaries of Municipally Sponsored Facilities; and~~
  - ~~3.1.2.7. Commemorative activities at other special events.~~~~
- ~~3.1.3. This policy does not apply to jointly funded projects with other orders of government and/or other organizations that include specific requirements prescribed in the funding agreement with the funding partners.~~
- ~~3.1.4. In the event where the Municipality is the owner of the Facility but does not build and/or operate the Facility, Administration will be accountable for delivering events jointly and in collaboration with the partner organization(s) while maintaining the directives, procedures and principles developed as a result of this Policy, including the requirement to ensure Council participation.~~

- 3.1.5. This Policy does not apply to ~~a~~ Soft Openings for ~~a~~ Municipally Sponsored Facilities Facility, although Council may at its discretion direct Administration to hold an event as part of a Soft Opening.
- ~~3.1.6. In the case of a ground-breaking ceremony for a Facility, the ceremony is to take place no sooner than 60 days prior to the scheduled start of mobilization of construction for the Facility.~~
- ~~3.1.7. In the case of a ribbon-cutting ceremony and/or official opening ceremony for a Facility, the ceremony is to take place within 90 days of the Facility being open to the public and/or operational.~~
- ~~3.1.8. No ground-breaking or ribbon-cutting ceremonies be held within the 60 days prior to any municipal election.~~

#### 4. Rescind and Replace

This Policy rescinds and replaces the Municipally Sponsored Ground-breaking and Ribbon-cutting Ceremony Policy COM-120, dated April 26, 2016.

#### APPROVAL

This Policy was approved by Council. It will be reviewed ~~on~~ not later than its next Revision Date to determine its effectiveness and appropriateness. It may be assessed before that time, as necessary ~~to reflect organizational change.~~

\_\_\_\_\_  
 Sandy Bowman, Mayor

\_\_\_\_\_  
 Jade Brown, Chief Legislative Officer

\_\_\_\_\_  
 Date

## **SUPPORTING REFERENCES AND POSITION RESPONSIBLE**

Legal References: ~~Not Applicable~~

Cross References: ~~Not Applicable~~ Municipally Sponsored Ceremonies Administrative Procedure PRC-120-P01

Position Responsible: Director, Communications and ~~Stakeholder Relations~~ Engagement

## **COUNCIL POLICY DETAILS AND REVISION HISTORY**

<b>Date</b>	<b>Action</b>	<b>Description</b>
April 26, 2016	Implementation	New Policy to support the Strategic Plan.
September 27, 2022	Revision – Substantive	Revisions included a change to the Policy prefix from COM to PRC, additional definitions, and changes to the Responsibilities and General Procedures sections. When required, information was moved from the Policy to the Administrative Procedure to better align with document purpose and requirements.



**Subject: Tax Relief Request: Condo Plan 812 0257**

**APPROVALS:**

**Jody Butz**

\_\_\_\_\_  
Director

\_\_\_\_\_  
Acting Interim Chief Administrative Officer

**Recommended Motion:**

THAT the request for tax forgiveness, in the amount of \$305,744.42, for 103 units of the properties registered under condo plan 812 0257 (Attachment 1), be denied;

THAT the request for tax penalty forgiveness, in the amount of \$61,696.92, for 103 units of the properties registered under condo plan 812 0257 (Attachment 1), be denied; and

THAT the Condo Corporation for condo plan 812 0257 pay the taxes owing and associated penalties for late payment on the tax accounts identified in Attachment 1 in the amount of 305,744.42, on a monthly basis in the amount of \$14,000 per month until the units are sold, or the taxes are paid in full.

**Summary:**

Administration received a request from Condo Corporation 812 0257 operating as Hangingstone Point ("Hangingstone") for tax relief for the years 2018 to 2022 in the amount of \$305,744.42, comprising of municipal tax, education tax, seniors requisition, utilities, and penalties, for 103 units.

**Background:**

On July 22, 2022, Administration received copies of the following court orders:

Court File Number 1803-18535: This order was pronounced on September 16, 2021, directing Hangingstone to take possession of 86 units (Attachment 2); a subsequent order on May 26, 2022 (Attachment 3) added an additional 24 units for the purposes of renting and administrating units, as agent of their owners, and to apply any revenue generated as follows:

- i. first, towards the costs, if any, of fitting out the units for rental along with any associated costs towards repairs, maintenance and cleaning as required to maintain the unit in upstanding condition for subsequent rental or sales;

- ii. second, towards the costs, if any, of commissions or other fees paid to real estate agents or brokers in connection with the rental of such unit;
- iii. third, towards property taxes, utilities or other expenses paid or incurred by Hangingstone as agent of the owner pursuant to the rental contract;
- iv. fourth, to pay any arrears of special assessments or condominium fees, including interest payable in accordance with Hangingstone's by-laws;
- v. fifth, to pay current condominium fees; and
- vi. finally, to the owner or any other person who may be entitled thereto at law.

Hangingstone also owns two condo units under Condo Plan 812 0257.

In summary, Hangingstone is the owner of two units and has agency over 110 units.

Property taxes have been paid by the owners for 9 of the 112 units. Despite the court order and ownership of 2 units, Hangingstone has not paid the property taxes for 103 units totaling \$305,744.42.

The tax arrears are calculated based on the tax break down below:

Municipal	Education (Provincial)	Seniors (Provincial)	Penalties & Fees	Utilities	Partial Payments	Total
\$77,009.25	\$91,618.77	\$1,396.09	\$61,969.92	\$81,480.22	\$(7,456.83)	\$305,744.42

It is recommended that the tax relief request be denied, as it has not been deemed as "equitable" as defined by the *Municipal Government Act (MGA)*, s.347(1), which states:

*If a Council considers it equitable to do so, it may, generally or with respect to a particular taxable property or business or a class of taxable property or business, do one or more of the following, with or without conditions:*

- (a) *Cancel or reduce tax arrears;*
- (b) *Cancel or refund all or part of a tax;*
- (c) *Defer the collection of a tax.*

### **Alternatives:**

As defined in section 347 of the MGA, if Council considers it equitable to do so, may defer payments for a period of 36 months commencing October 31, 2022, and Hangingstone enter into a tax repayment agreement to pay an amount of \$14,000 per month beginning



on November 1st, 2022, until all taxes are paid.

**Budget/Financial Implications:**

If approved, the property tax relief request for the 103 units listed on Attachment 1, registered under Condo Plan 812 0257, would result in a net decrease of \$305,744.42 in tax revenue, while establishing a precedent where tax forgiveness is concerned.

Requisitions in the amount of \$93,014.86 will come out of Municipal reserves, as the money was already paid to the Province of Alberta, representing the provincial portion of the taxes owed (education and seniors).

**Rationale for Recommendation:**

The request for tax relief does not meet the following provisions of the approved Property Tax Relief Policy (FIN-280):

- 3.2.4.9. the request for relief is for charges, levies, or amounts added to the tax roll that do not relate to the annual property assessment and taxation process; the utility charge at the amount of \$81,480.22 is included in this request.
- 3.2.5. the Taxation Branch will also normally recommend to Council that the request for Property Tax Relief be denied if the request is related to Property Tax that was levied more than two years prior to the current Taxation Year.

Subsection 347 (1) of the *MGA* authorizes Council, where it deems it equitable, to cancel or refund all or part of a tax.

In this case:

- Following the Horse River Wildfire, all fire-impacted homeowners received tax relief in the form of the cancellation of 2016 municipal property taxes for destroyed or severely damaged homes, until the property was repaired, sold, or the end of the calendar year was reached.
- Existing owners of registered accounts have not requested tax relief and the Municipality will pursue its legal rights under Section 411 of the *MGA* to collect unpaid taxes.

**Strategic Plan Values:**

Fiscal Management

**Attachments:**

**1. Properties Registered to Condo Plan 812 0257**

**2. Court Order 1803-18535, September 2021****3. Court Order 1803-18535, May 2022**

## Condo Plan 812 0257

## List of 103 units

Acct#	Plan	Unit
██████9	8120257	3
██████0	8120257	4
██████1	8120257	5
██████2	8120257	6
██████5	8120257	9
██████0	8120257	14
██████5	8120257	19
██████6	8120257	20
██████9	8120257	23
██████0	8120257	24
██████1	8120257	25
██████2	8120257	26
██████5	8120257	29
██████6	8120257	30
██████7	8120257	31
██████1	8120257	35
██████3	8120257	37
██████2	8120257	46
██████7	8120257	51
██████0	8120257	54
██████2	8120257	56
██████4	8120257	58
██████5	8120257	59
██████4	8120257	68
██████6	8120257	70
██████2	8120257	76
██████5	8120257	79
██████8	8120257	82
██████3	8120257	87
██████7	8120257	91
██████9	8120257	93
██████1	8120257	95
██████2	8120257	96
██████4	8120257	98
██████5	8120257	99
██████6	8120257	100

Acct#	Plan	Unit
██████7	8120257	101
██████3	8120257	102
██████9	8120257	103
██████1	8120257	105
██████2	8120257	106
██████3	8120257	107
██████4	8120257	108
██████8	8120257	112
██████9	8120257	113
██████1	8120257	115
██████3	8120257	117
██████6	8120257	120
██████3	8120257	122
██████1	8120257	125
██████2	8120257	126
██████5	8120257	129
██████6	8120257	130
██████7	8120257	131
██████9	8120257	133
██████0	8120257	134
██████3	8120257	137
██████4	8120257	138
██████6	8120257	140
██████7	8120257	141
██████8	8120257	142
██████9	8120257	143
██████0	8120257	144
██████5	8120257	149
██████6	8120257	150
██████3	8120257	152
██████0	8120257	154
██████1	8120257	155
██████5	8120257	159
██████7	8120257	161
██████9	8120257	163
██████0	8120257	164

Acct#	Plan	Unit
██████2	8120257	166
██████3	8120257	167
██████4	8120257	168
██████5	8120257	169
██████8	8120257	172
██████9	8120257	173
██████2	8120257	176
██████3	8120257	177
██████6	8120257	180
██████7	8120257	181
██████8	8120257	182
██████9	8120257	183
██████0	8120257	184
██████1	8120257	185
██████2	8120257	186
██████3	8120257	187
██████4	8120257	188
██████7	8120257	191
██████9	8120257	193
██████0	8120257	194
██████1	8120257	195
██████3	8120257	197
██████4	8120257	198
██████5	8120257	199
██████7	8120257	201
██████9	8120257	203
██████1	8120257	205
██████6	8120257	210
██████7	8120257	211
██████9	8120257	213
██████0	8120257	214



COURT FILE NUMBER: 1803-18535

COURT OF QUEEN'S BENCH  
OF ALBERTA

JUDICIAL CENTRE: EDMONTON

APPLICANT: **THE OWNERS: CONDOMINIUM PLAN No. 8120257 O/A HANGINGSTONE  
POINT**

RESPONDENTS:

[REDACTED]

Attachment: 2. Court Order 1803-18535, September 2021 (Tax Relief Request: Condo Plan 812 0257)

[REDACTED]

GENWORTH CANADA CORPORATION, CANADA GUARANTY  
MORTGAGE INSURANCE COMPANY, ROYAL BANK OF CANADA, BANK OF  
NOVA SCOTIA, BANK OF MONTREAL, THE TORONTO-DOMINION BANK,

**SCOTIA MORTGAGE CORPORATION, ATB FINANCIAL, CANADIAN IMPERIAL  
BANK OF COMMERCE, NATIONAL BANK OF CANADA, SERVUS CREDIT UNION  
LTD., MCAP SERVICE CORPORATION, FIRST NATIONAL FINANCIAL GP  
CORPORATION AND CANADA MORTGAGE AND HOUSING CORPORATION**

DOCUMENT:

ORDER

DATE ON WHICH ORDER WAS PRONOUNCED:	September 16, 2021
LOCATION WHERE ORDER WAS PRONOUNCED:	Edmonton, Alberta
NAME OF JUSTICE WHO MADE THIS ORDER:	Justice R. A. Graesser

**UPON** the application of the Applicant, Condominium Corporation No. 812 0257 o/a Hangingstone Point ("**Hangingstone**"); **AND UPON** reviewing submissions for Hangingstone and noting the consent of counsel for Calmac Developments Ltd. ("**Calmac**") **AND UPON NOTING** that service of this Application upon all interested parties, including all unit owners and holders of registered encumbrances, is good and effective; **AND UPON HAVING READ** the Affidavit of Charles Scott in support of the Application; **AND UPON** it appearing that no interested party is in attendance and/or has objected to the relief sought in the within Application;

**IT IS HEREBY ORDERED AND DIRECTED THAT:**

1. service of the within Application and any supporting materials is hereby deemed to be good and sufficient;
2. approval is hereby granted for Hangingstone to enter into and carry out the transactions and proceedings set out in the second letter of intent ("Second LOI") between Hangingstone and Calmac;
3. approval is hereby granted for Hangingstone to borrow the additional sum of \$2,225,046.54 (the "**Additional Loan**") from Calmac on the terms and conditions contemplated in the Second LOI and corresponding loan agreement (the "**Loan Amendment**") to be executed by Hangingstone and Calmac, within 30 days following the date of this order, unless such time is extended by the parties;
4. it is hereby declared that any two members of Hangingstone's Board of Directors are authorized to execute and deliver all documents, instruments and securities and do all other necessary or desirable actions which in the opinion of such members of the Board are required to carry out the intent of the Second LOI;
5. it is hereby declared that the Second LOI and the Additional Loan form part of the settlement scheme under s.59 of the Condominium Property Act, RSA 2000, c. C-22 (the "**Act**"), which was approved by order of this Honourable Court pronounced on July 5, 2019, and that any material variation thereof shall only be made on application to this Honourable Court;
6. it is hereby declared that it shall be lawful for Hangingstone to enter onto and take possession of the units within Condominium Plan 812 0257 described as follows (the "**Abandoned Units**"), for the purpose of inspecting and preserving the Abandoned Units:



MUNICIPAL ADDRESS	LEGAL DESCRIPTION
109 Ashgrove Dr	Condominium Plan 812 0257 Unit 143
115 Alderwood Dr	Condominium Plan 812 0257 Unit 79
118 Acacia Dr	Condominium Plan 812 0257 Unit 24
100 Acacia Dr	Condominium Plan 812 0257 Unit 15
144 Applewood Dr	Condominium Plan 812 0257 Unit 102
108 Almond Cres	Condominium Plan 812 0257 Unit 178
105 Acacia Dr	Condominium Plan 812 0257 Unit 3
134 Applewood Dr	Condominium Plan 812 0257 Unit 107
134 Almond Cres	Condominium Plan 812 0257 Unit 186
100 Almond Cres	Condominium Plan 812 0257 Unit 169
108 Ashgrove Dr	Condominium Plan 812 0257 Unit 129
100 Alderwood Dr	Condominium Plan 812 0257 Unit 87
108 Acacia Dr	Condominium Plan 812 0257 Unit 19
102 Applewood Dr	Condominium Plan 812 0257 Unit 123
122 Acacia Dr	Condominium Plan 812 0257 Unit 26
124 Alderwood Dr	Condominium Plan 812 0257 Unit 70
144 Ashgrove Dr	Condominium Plan 812 0257 Unit 166
108 Applewood Dr	Condominium Plan 812 0257 Unit 120
142 Applewood Dr	Condominium Plan 812 0257 Unit 103
138 Applewood Dr	Condominium Plan 812 0257 Unit 105
124 Ashgrove Dr	Condominium Plan 812 0257 Unit 137
112 Acacia Dr	Condominium Plan 812 0257 Unit 21

172 Almond Cres	Condominium Plan 812 0257 Unit 205
111 Acacia Dr	Condominium Plan 812 0257 Unit 6
184 Almond Cres	Condominium Plan 812 0257 Unit 211
144 Almond Cres	Condominium Plan 812 0257 Unit 191
150 Almond Cres	Condominium Plan 812 0257 Unit 194
156 Almond Cres	Condominium Plan 812 0257 Unit 197
128 Ashgrove Dr	Condominium Plan 812 0257 Unit 159
107 Ashgrove Dr	Condominium Plan 812 0257 Unit 142
160 Almond Cres	Condominium Plan 812 0257 Unit 199
158 Almond Cres	Condominium Plan 812 0257 Unit 198
148 Almond Cres	Condominium Plan 812 0257 Unit 193
130 Almond Cres	Condominium Plan 812 0257 Unit 184
114 Applewood Dr	Condominium Plan 812 0257 Unit 117
126 Applewood Dr	Condominium Plan 812 0257 Unit 111
104 Applewood Dr	Condominium Plan 812 0257 Unit 122
105 Ashgrove Dr	Condominium Plan 812 0257 Unit 141
118 Applewood Dr	Condominium Plan 812 0257 Unit 115
132 Applewood Dr	Condominium Plan 812 0257 Unit 108
109 Alderwood Dr	Condominium Plan 812 0257 Unit 82
110 Ashgrove Dr	Condominium Plan 812 0257 Unit 130
120 Acacia Dr	Condominium Plan 812 0257 Unit 25
150 Applewood Dr	Condominium Plan 812 0257 Unit 99
133 Ashgrove Dr	Condominium Plan 812 0257 Unit 155
124 Almond Cres	Condominium Plan 812 0257

	Unit 181
114 Ashgrove Dr	Condominium Plan 812 0257 Unit 132
142 Ashgrove Dr	Condominium Plan 812 0257 Unit 167
159 Alderwood Dr	Condominium Plan 812 0257 Unit 35
122 Alderwood Dr	Condominium Plan 812 0257 Unit 98
121 Acacia Dr	Condominium Plan 812 0257 Unit 11
109 Acacia Dr	Condominium Plan 812 0257 Unit 5
153 Alderwood Dr	Condominium Plan 812 0257 Unit 38
146 Applewood Dr	Condominium Plan 812 0257 Unit 101
190 Almond Cres	Condominium Plan 812 0257 Unit 214
138 Ashgrove Dr	Condominium Plan 812 0257 Unit 164
118 Ashgrove Dr	Condominium Plan 812 0257 Unit 134
136 Ashgrove Dr	Condominium Plan 812 0257 Unit 163
112 Ashgrove Dr	Condominium Plan 812 0257 Unit 131
136 Almond Cres	Condominium Plan 812 0257 Unit 187
127 Ashgrove Dr	Condominium Plan 812 0257 Unit 152
140 Alderwood Dr	Condominium Plan 812 0257 Unit 62
111 Ashgrove Dr	Condominium Plan 812 0257 Unit 144
128 Almond Cres	Condominium Plan 812 0257 Unit 183
152 Alderwood Dr	Condominium Plan 812 0257 Unit 56
121 Ashgrove Dr	Condominium Plan 812 0257 Unit 149
130 Acacia Dr	Condominium Plan 812 0257 Unit 30
116 Almond Cres	Condominium Plan 812 0257 Unit 177
123 Ashgrove Dr	Condominium Plan 812 0257 Unit 150

131 Ashgrove Dr	Condominium Plan 812 0257 Unit 154
128 Alderwood Dr	Condominium Plan 812 0257 Unit 68
124 Applewood Dr	Condominium Plan 812 0257 Unit 112
107 Acacia Dr	Condominium Plan 812 0257 Unit 4
127 Acacia Dr	Condominium Plan 812 0257 Unit 14
116 Ashgrove Dr	Condominium Plan 812 0257 Unit 133
118 Alderwood Dr	Condominium Plan 812 0257 Unit 96
117 Acacia Dr	Condominium Plan 812 0257 Unit 9
114 Alderwood Dr	Condominium Plan 812 0257 Unit 94
132 Ashgrove Dr	Condominium Plan 812 0257 Unit 161
126 Ashgrove Dr	Condominium Plan 812 0257 Unit 138
100 Ashgrove Dr	Condominium Plan 812 0257 Unit 125
140 Ashgrove Dr	Condominium Plan 812 0257 Unit 168
152 Almond Cres	Condominium Plan 812 0257 Unit 195
168 Almond Cres	Condominium Plan 812 0257 Unit 203
188 Almond Cres	Condominium Plan 812 0257 Unit 213
102 Ashgrove Dr	Condominium Plan 812 0257 Unit 126

7. it is hereby declared that it shall be lawful for Hangingstone, or its designated representatives, to enter onto and take possession of the Abandoned Units for the purposes of renting and administering the Abandoned Units, as agent of their owners, under a periodic tenancy from month to month, year to year or on any other term as Hangingstone may deem advisable, with any revenue generated from such activities to be applied as follows:
- i. first, towards the costs, if any, of fitting out the units for rental along with any associated costs towards repairs, maintenance and cleaning as required to maintain the unit in upstanding condition for subsequent rentals or sales;
  - ii. second, towards the costs, if any, of commissions or other fees paid to real estate agents or brokers in connection with the rental of such unit;

- iii. third, towards property taxes, utilities or other expenses paid or incurred by Hangingstone as agent of the owner pursuant to the rental contract;
  - iv. fourth, to pay any arrears of special assessments or condominium fees, including interest payable in accordance with Hangingstone's by-laws;
  - v. fifth, to pay current condominium fees; and
  - vi. finally, to the owner or any other person who may be entitled thereto at law;
8. service of this Order and all subsequent documents in this Action may be effected upon the Respondents by posting of the same to the CondoGenie website; and
9. there shall be no costs for this Application.



Justice of the Court of Queen's Bench of  
Alberta

Graesser J

CERTIFIED *E. Wheaton*  
by the Court Clerk as a true copy of the  
document digitally filed on May 26,  
2022

Attachment 3

Clerk's Stamp

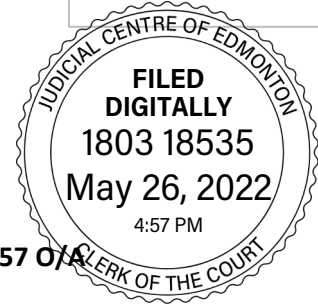
COURT FILE NUMBER: 1803-18535

COURT OF QUEEN'S BENCH  
OF ALBERTA

JUDICIAL CENTRE: EDMONTON

APPLICANT:

THE OWNERS: CONDOMINIUM PLAN No. 8120257 OF  
HANGINGSTONE POINT



RESPONDENTS:

[REDACTED]

Attachment: 3. Court Order 1803-18535, May 2022 (Tax Relief Request: Condo Plan 812 0257)



[REDACTED]

**GENWORTH CANADA CORPORATION, CANADA  
GUARANTY MORTGAGE INSURANCE COMPANY, ROYAL BANK OF  
CANADA, BANK OF NOVA SCOTIA, BANK OF MONTREAL, THE  
TORONTO-DOMINION BANK, SCOTIA MORTGAGE CORPORATION,  
ATB FINANCIAL, CANADIAN IMPERIAL BANK OF COMMERCE,  
NATIONAL BANK OF CANADA, SERVUS CREDIT UNION LTD., MCAP  
SERVICE CORPORATION, FIRST NATIONAL FINANCIAL GP  
CORPORATION AND CANADA MORTGAGE AND HOUSING  
CORPORATION**

DOCUMENT:

## ORDER

ADDRESS FOR SERVICE AND CONTACT  
INFORMATION OF PERSON FILING THIS  
DOCUMENT:

Gordon E. Van Vliet / Erin M. Berney  
Field LLP  
Barristers and Solicitors  
400 – 444 7 Ave SW  
Calgary, AB T2P 0X8  
Ph: (403) 260-8500 Fax: (403) 264-7084  
File No. 64855-1

**DATE THIS ORDER WAS PRONOUNCED:** May 26, 2022.

**LOCATION WHERE THIS ORDER WAS PRONOUNCED:** Edmonton, Alberta

**NAME OF JUSTICE WHO MADE THIS ORDER:** Justice R.A. Graesser

**UPON** the application of the Applicant, Condominium Corporation No. 812 0257 o/a Hangingstone Point ("**Hangingstone**"); **AND UPON NOTING** that service of this Application upon all interested parties, including all unit owners and holders of registered encumbrances, is good and effective; **AND UPON HAVING READ** the Affidavit of Charles Scott in support of the Application; **AND UPON** it appearing that no interested party is in attendance and/or has objected to the relief sought in the within Application;

**IT IS HEREBY ORDERED AND DIRECTED THAT:**

1. service of the within Application and any supporting materials is hereby deemed to be good and sufficient;
2. it is hereby declared that it shall be lawful for Hangingstone to enter onto and take possession of the units within Condominium Plan 812 0257 described as follows (the "**Abandoned Units**"), for the purpose of inspecting and preserving the Abandoned Units:

MUNICIPAL ADDRESS	LEGAL DESCRIPTION
132 Acacia Drive	Condominium Plan 812 0257 Unit 31
137 Alderwood Drive	Condominium Plan 812 0257 Unit 46
114 Almond Crescent	Condominium Plan 812 0257 Unit 176

3. it is hereby declared that it shall be lawful for Hangingstone to enter onto and take possession of the units whose mortgages are to be transferred by the Royal Bank of Canada to Hangingstone (the "**RBC Units**") for the purpose of inspecting and preserving the RBC Units:

MUNICIPAL ADDRESS	LEGAL DESCRIPTION
116 Acacia Drive	Condominium Plan 812 0257 Unit 23
106 Almond Crescent	Condominium Plan 812 0257 Unit 172
146 Alderwood Drive	Condominium Plan 812 0257 Unit 59
110 Acacia Drive	Condominium Plan 812 0257 Unit 20
148 Alderwood Drive	Condominium Plan 812 0257 Unit 58
128 Acacia Drive	Condominium Plan 812 0257 Unit 29
122 Almond Crescent	Condominium Plan 812 0257 Unit 180
108 Alderwood Drive	Condominium Plan 812 0257 Unit 91
148 Applewood Drive	Condominium Plan 812 0257 Unit 100
156 Alderwood Drive	Condominium Plan 812 0257 Unit 54
164 Almond Crescent	Condominium Plan 812 0257 Unit 201
121 Alderwood Drive	Condominium Plan 812 0257 Unit 76
138 Almond Crescent	Condominium Plan 812 0257 Unit 188
112 Alderwood Drive	Condominium Plan 812 0257 Unit 93

136 Applewood Drive	Condominium Plan 812 0257 Unit 106
122 Applewood Drive	Condominium Plan 812 0257 Unit 113
132 Almond Crescent	Condominium Plan 812 0257 Unit 185
162 Alderwood Drive	Condominium Plan 812 0257 Unit 51
116 Alderwood Drive	Condominium Plan 812 0257 Unit 95
126 Almond Crescent	Condominium Plan 812 0257 Unit 182
182 Almond Crescent	Condominium Plan 812 0257 Unit 210

4. it is hereby declared that it shall be lawful for Hangingstone, or its designated representatives, to enter onto and take possession of the Abandoned Units and the RBC Units for the purposes of renting and administering the Abandoned Units and the RBC Units, as agent of their owners, under a periodic tenancy from month to month, year to year or on any other term as Hangingstone may deem advisable, with any revenue generated from such activities to be applied as follows:
- i. first, towards the costs, if any, of fitting out the units for rental along with any associated costs towards repairs, maintenance and cleaning as required to maintain the unit in upstanding condition for subsequent rentals or sales;
  - ii. second, towards the costs, if any, of commissions or other fees paid to real estate agents or brokers in connection with the rental of such unit;
  - iii. third, towards property taxes, utilities or other expenses paid or incurred by Hangingstone as agent of the owner pursuant to the rental contract;
  - iv. fourth, to pay any arrears of special assessments or condominium fees, including interest payable in accordance with Hangingstone's by-laws;
  - v. fifth, to pay current condominium fees; and
  - vi. finally, to the owner or any other person who may be entitled thereto at law;
5. service of this Order and all subsequent documents in this Action may be effected upon the Respondents by posting of the same to the CondoGenie website; and
6. there shall be no costs for this Application.

Justice of the Court of Queen's Bench of  
Alberta

Graesser J